

# Purchasing Week

McGraw-Hill's National Newspaper of Purchasing

Vol. 3, No. 42

New York, N. Y., October 17, 1960

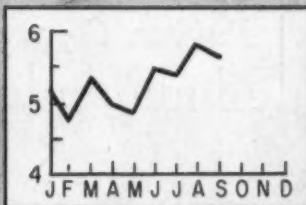
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\$6 A YEAR U.S. AND CANADA \$25 A YEAR FOREIGN

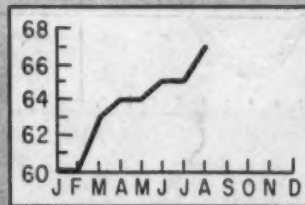
## How the Prophets Size Up the Next Six Months

### FOUR REASONS WHY THE PROPHETS ARE CAGEY

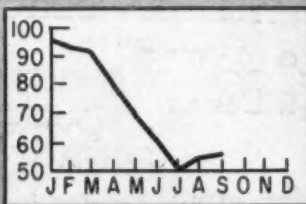
**UNEMPLOYMENT RATE** remains uncomfortably high. Latest level (5.7%) is well above the 4% rate considered normal by most experts. Little change is anticipated.



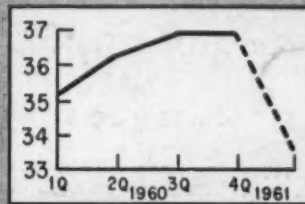
**DAY'S SUPPLY** in the key hard goods area is up 12% since the beginning of the year. Further production cutbacks could push it up another 5% before year-end.



**STEEL operating rate** remains mired at around 55% of capacity. Contrast that to the 94% rate reported in the first quarter of 1960.



**CAPITAL SPENDING** is leveling off after first half spurt. Preliminary estimates for 1961 call for a 5%-10% decline—led by rails, mining and manufacturing.



### Their Prognostication: No Boom, No Bust—But Some Uneasy Moments

**New York**—Autumn marked the start of the economic forecasting season, and so far one thing is pretty apparent—short-term the crystal ballers are uneasy.

**Economist Sylvia F. Porter** summed up the 1961 outlook recently after tracing the common thread running through nearly all of the forecasts. Said Miss Porter, "Hardly any informed economist (if any) is pretending that all is just dandy in the American economy just now."

**Joseph Livingston**, another economic analyst, expresses his views a bit differently. He looks for "a period of high level stagnation which will give way to recovery sometime in the spring of '61."

There's actually only one thing on which the experts agree: The economy is undergoing some sort of readjustment. However, there's even disagreement on when the readjustment will end.

But whether it's by winter of mid-'61, the purchasing implications are clear: The buyer's market of the past year will intensify as demand fails to keep pace with all the new capacity now coming into operation.

#### Three Trouble Spots

The uncertainty of the outlook is best summarized by **William F. Butler**, Vice President of the Chase Manhattan Bank. He points to three trouble spots ahead—each of which is capable of putting a damper on business activity.

● **Inventories**—There is the definite possibility of further inventory liquidation. PW's indicator on day's supply seems to justify this anticipation of further cuts. Despite steady inventories, day's supply is rising because (Turn to page 48, column 4)

### Copper and Brass Mills Gear for Big Sales Push After 3¢ Price Drop

**New York**—Copper and brass mill executives began launching plans for a wave of "hard selling" last week on the heels of sweeping industry price reductions aimed at "putting us back in the market."

Mill leaders hoped that the 3¢/lb. producer cuts in raw copper—and subsequent chops in brass mill products—would mean a mass re-entry into the buying market by cautious purchasing agents.

"Buyers have hesitated on their purchases over the recent months—and with good reason," a top-level brass mill executive told PURCHASING WEEK. "First, they have been under pressure to keep inventories down to the bone, and, second, they've tended to buy lower priced foreign brass mill products," he further pointed out.

The entire brass mill industry has been under severe competitive pressure from foreign imports, which now account for approximately (Turn to page 51, column 1)

### GE Fights to Keep Supplies Flowing As IUE Walkout Enters Third Week

**New York**—General Electric kept supply lines open to its customers last week with a series of emergency measures designed to minimize a strike by 70,000 members of the International Union of Electrical Workers.

The walkout failed to more than dent production and customer services in some locations. But in a few others, output was almost completely halted as the strike entered its third week.

### FTC Chief Warns P.A.'s On National Price Pacts

**Washington**—The Federal Trade Commission is taking a hard look at company-wide blanket-type purchase contracts for possible Robinson-Patman Act violations.

FTC Chairman Earl W. Kintner, addressing the NAPA 5th District conference here last week, cautioned purchasing executives that agreements under which a seller grants a nationwide price to a corporate headquarters buyer and delivers goods at that price to local branches or affiliates may run afoul of the law.

Such contracts can result in (Turn to page 52, column 3)

GE's counterattack ranged from "get new order campaigns" at the working plants to plans for farming out production from plants that were crippled.

In general, GE said stocks on hand of most out-of-production items would last from three to (Turn to page 52, column 1)

### Cargo Rate Deals Urged

**Memphis**—A leading traffic expert urged purchasing executives to use increased volume as a bargaining tool to get carriers to bring their freight rates down.

In answer to the question, "What can a P.A. do to protest rates he considers unfair?" F. L. O'Neill, traffic manager for Minnesota Mining and Mfg. Co., pointed out that the P.A. has plenty of room for maneuver even (Turn to page 4, column 4)

### New Autos Pose Problem For Thrifty Fleet Buyers With Old Models to Sell

**Detroit**—To buy or not to buy—that's the question facing fleet car buyers as the new models roll off the assembly lines.

The decision whether to buy now or to put it off till later is complicated by a number of factors—not the least of which is the depressed state of the used car market.

There are arguments on both sides. For example, a car purchased now will have the same market value on Jan. 1, 1961, as a car bought on Jan. 1, 1961. This gives the buyer the use of the car for a few months without additionally depreciating its value.

On the other hand, if he buys now, he will get less for trade-in cars than if he waited for the used car market to emerge out of the present doldrums. (see chart page 8).

The Fleet buyer pondering this (Turn to page 8, column 3)

#### This Week's

## Purchasing Perspective

OCT. 17-23

**COMMAND PERFORMANCE**—Industrial buyer insistence on quick delivery and on-the-spot service of special needs is forcing major industries to inject new life and concepts into their marketing plans.

A prime example is the steel industry. According to one of steel's vigorous young executives—president Frank Rackley of Jessop Steel Co.—you are going to see more and more producers turn to service center (warehouse) distribution of their products—especially in the area of specialty steels.

Rackley—a one-time salesman who says that if he had it to do over again he would route his climb to executive success through the purchasing department—said producers must beat the bushes for smaller customers. And the best way to do it (Turn to page 52, column 4)

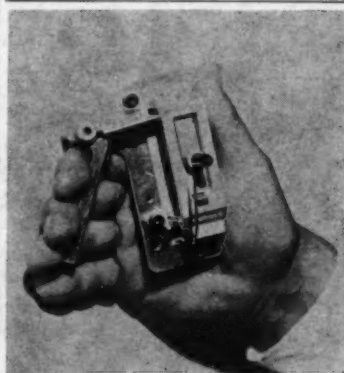
## P/W PANORAMA

● **The Scramble for Your Transportation Dollar** is a heated one, and it means savings to you. Pages 26-27 show how the carriers and equipment makers are vying for your business in this field, and how you stand to benefit.

● **School for Strategists** meets on page 20 for the second session on theory of games of strategy. If you missed out on the first go-around, test your skills on these new brain-teasers. They're fun—and instructive.

● **Last but Far From Least** in the parade of the new model cars are the limousines. The Cadillac, Lincoln Continental, and Imperial are reviewed in the last of PW's series on the 1961 models. The rundown is on p. 38.

● **Every Company Has Its Own Way** of training buyers. But there are similarities among nearly all educational programs. The story on pages 30 and 31 may give you some ideas if you're trying to work up such a program.

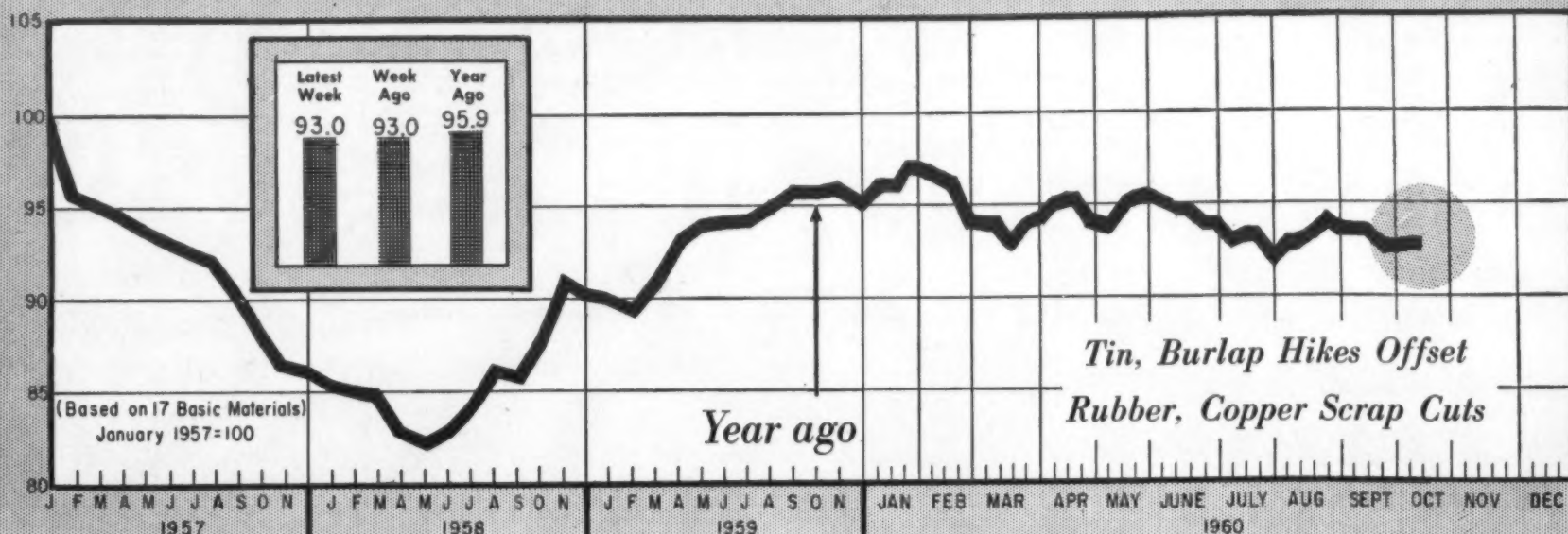


**HANDFUL OF POWER:** Fist-size ignition system packs big punch for small engines (see p. 46).



## Purchasing Week Industrial Materials Price Barometer

This index, based on 17 basic materials, was especially designed by the McGraw-Hill Department of Economics.



## This Week's Commodity Prices

	Oct. 12	Oct. 5	Year Ago	% Yrly Change
<b>METALS</b>				
Pig iron, Bessemer Pitts., gross ton.....	67.00	67.00	67.00	0
Pig iron, basic valley, gross ton.....	66.00	66.00	66.00	0
Steel, billets, Pitts., net ton.....	80.00	80.00	80.00	0
Steel, structural shapes, Pitts., cwt.....	5.50	5.50	5.50	0
Steel, structural shapes, Los Angeles, cwt.....	6.20	6.20	6.20	0
Steel, bars, del., Phila., cwt.....	5.975	5.975	5.975	0
Steel, bars, Pitts., cwt.....	5.675	5.675	5.675	0
Steel, plates, Chicago, cwt.....	5.30	5.30	5.30	0
Steel scrap, #1 heavy, del. Pitts., gross ton.....	28.50	28.00	41.00	-30.5
Steel scrap, #1 heavy, del. Cleve., gross ton.....	29.50	29.00	41.00	-28.0
Steel scrap, #1 heavy, del. Chicago, gross ton.....	28.00	28.00	43.00	-35.9
Aluminum, pig, lb.....	.26	.26	.247	+ 5.3
Secondary aluminum, #380 lb.....	.237	.237	.238	- .4
Copper, electrolytic, wire bars, refinery, lb.....	.296	.325	.324	- 8.6
Copper scrap, #2, smelters price, lb.....	.24	.238	.248	- 3.2
Lead, common, N.Y., lb.....	.12	.12	.13	- 7.7
Nickel, electrolytic, producers, lb.....	.74	.74	.74	0
Tin, Straits, N.Y., lb.....	1.038	1.031	1.024	+ 1.4
Zinc, Prime West, East St. Louis, lb.....	.13	.13	.12	+ 8.3
<b>FUELS†</b>				
Fuel oil #6 or Bunker C, Gulf, bbl.....	2.30	2.30	2.00	+15.0
Fuel oil #6 or Bunker C, N.Y., barge, bbl.....	2.62	2.62	2.37	+10.5
Heavy fuel, PS 400, Los Angeles, rack, bbl.....	2.05	2.05	2.15	- 4.7
Lp-Gas, Propane, Okla., tank cars, gal.....	.045	.045	.045	0
Gasoline, 92 oct. reg., Chicago, tank car, gal.....	.126	.126	.116	+ 8.6
Gasoline, 84 oct. reg., Los Angeles, rack, gal.....	.108	.108	.117	- 7.7
Kerosene, Gulf, Cargoes, gal.....	.09	.09	.086	+ 4.7
Heating oil #2, Chicago, bulk, gal.....	.095	.095	.091	+ 4.4
<b>CHEMICALS</b>				
Ammonia, anhydrous, refrigeration, tanks, ton.....	94.50	94.50	88.50	+ 6.8
Benzene, petroleum, tanks, Houston, gal.....	.34	.34	.31	+ 9.7
Caustic soda, 76% solid drums, carlots, cwt.....	4.80	4.80	4.80	0
Coconut oil, inedible, crude, tanks, N.Y. lb.....	.138	.138	.20	-31.0
Glycerine, synthetic, tanks, lb.....	.293	.293	.293	0
Linseed oil, raw, in drums, carlots, lb.....	.161	.161	.17	- 5.3
Phthalic anhydride, tanks, lb.....	.185	.185	.165	+12.9
Polyethylene resin, high pressure molding, carlots, lb.....	.275	.275	.35	-21.4
Rosin, W.G. grade, carlots, fob N.Y. cwt.....	18.10	18.10	10.90	+66.1
Shellac, T.N., N.Y. lb.....	.31	.31	.31	0
Soda ash, 58%, light, carlots, cwt.....	1.55	1.55	1.55	0
Sulfur, crude, bulk, long ton.....	23.50	23.50	23.50	0
Sulfuric acid 66% commercial, tanks, ton.....	22.35	22.35	22.35	0
Tallow, inedible, fancy, tank cars, N.Y. lb.....	.056	.056	.063	-11.1
Titanium dioxide, anatase, reg. carlots, lb.....	.255	.255	.255	0
<b>PAPER</b>				
Book paper, A grade, Eng. finish, Untrimmed, carlots, cwt.....	17.75	17.75	17.20	+ 3.2
Bond paper, #1 sulfite, water marked 20 lb, car. lots, cwt.....	25.20	25.20	25.20	0
Chipboard, del. N.Y., carlots, ton.....	100.00	100.00	95.00	+ 5.3
Wrapping paper, std. Kraft, basis wt. 50 lb rolls.....	9.50	9.50	9.25	+ 2.7
Gummed sealing tape, #2, 60 lb basis, 600 ft. bundle.....	6.30	6.30	6.30	0
Old corrugated boxes, dealers, Chicago, ton.....	18.00	18.00	21.00	-14.3
<b>BUILDING MATERIALS‡</b>				
Cement, Portland, bulk carlots, fob New Orleans, bbl.....	3.65	3.65	3.65	0
Cement, Portland, bulk carlots, fob N.Y., bbl.....	4.18	4.18	4.18	0
Southern pine, 2x4, s4s, trucklots, fob N.Y., mftbm.....	118.00	120.00	125.00	- 5.6
Douglas fir, 2x4, s4s, carlots, fob Chicago, mftbm.....	133.00	134.00	140.00	- 5.0
Spruce, 2x4, s4s, carlots, fob Toronto, mftbm.....	82.00	82.00	88.00	- 6.8
Fir plywood, 1/4" AD, 4x8, dealer, cld, fob mill, msf.....	68.00	68.00	68.00	0
<b>TEXTILES</b>				
Burlap, 10 oz. 40", N.Y., yd.....	.131	.135	.102	+28.4
Cotton middling, 1", N.Y., lb.....	.322	.323	.328	- 1.8
Printcloth, 39", 80x80, N.Y., spot, yd.....	.186	.188	.198	- 6.1
Rayon twill, 40 1/2", 92x62, N.Y., yd.....	.225	.225	.25	-10.0
Wool tops, N.Y., lb.....	1.435	1.43	1.61	-10.9
<b>HIDES AND RUBBER</b>				
Hides, cow, light native, packers, Chicago, lb.....	.17	.17	.245	-30.6
Rubber, #1 std ribbed smoked sheets, N.Y., lb.....	.345	.352	.410	-15.9

† Source: Petroleum Week ‡ Source: Engineering News-Record

This Week's

## Price Perspective

OCTOBER 17-23

**COPPER PRICE CUT** is a perfect illustration of the supply-demand problems faced by most raw materials today.

With world output of materials generally outpacing demand, producers have no alternative but to reduce price if they want to move their products.

In the case of the red metal, production (despite recent cutbacks) has been running about 10% ahead of demand. Something had to give as stocks began to climb. And it did—as producer prices were slashed 3¢ lb. last week (the first decline in 15 months).

Equally important, such cuts always spread. Thus, reductions are already posted in a whole line of brass mill products including sheet, strip, wire, rods, and seamless tubes.

The fact that all these cuts came before settlement of the big strike at Anaconda's big Chuquicamata mine in Chile is significant. It's further confirmation of just how wobbly the copper price structure has become.

• • •

**PRICE INDEXES** furnish the proof that a lot of other materials face the same price pressure.

Sensitive commodity prices, as measured by PURCHASING WEEK's index above, are down close to 5% since the first of the year.

And if you discount the effect of burlap and resin (where special supply conditions have forced sharp rises of 23% and 37% respectively) the decline approaches closer to 10%.

With business headed for a period of uncertainty, you can expect even further easiness in these prices. For history shows a close correlation between raw material tags and general business conditions.

During the 1957-58 recession, for example, the raw material index dropped from 102.2 (Jan. 1957 = 100) to 82.5. That's a decline of some 19%. But that's not to say, that such a sharp price decline is expected this time around. Reasons: (1) the relative mildness of the current slump, and (2) the fact that raw material price boosts prior to the current downturn were generally quite modest.

Best bet is for a continued gradual weakening, with the index slipping close to 90 by the end of the year—or by early 1961.

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**HOW MUCH OF** this demand and price easiness can be attributed to inventory piling—and how much to a drop-off in material consumption?

Right now, inventory piling must take a back seat. For statistics show that P.A.'s have held their stocks of purchased materials steady over the past few months. Thus, hard goods inventories of materials on Sept. 1 (at \$8.6-billion) were virtually unchanged from 3 month-ago levels.

The meaning is clear: If inventory piling isn't responsible for drop-off in material demand, the current weakness can be attributed only to declining final demand (consumption).

Certainly the latest production and sales figures would support the contention that less material is being consumed.

In production, for example, hard goods output is running 5% to 10% below beginning of year rates.

In retail sales, appliances are down some 10% below year-ago levels. And the decline is showing signs of spreading to other lines. Thus, over-all retail sales for September slipped some 1% below August levels—reaching the lowest point since last December.

Even in capital goods—which eat up a lot of metal—there are signs of faltering. Thus, the fourth quarter will mark the first time in over two years that capital outlays have failed to rise.



## Elastic Tie-Down Technique Enables Flatcar Lading to Roll With the Punch

Erie, Pa.—A new elastic tie-down system for flatcar lading that "rolls with the punch" may cut in-transit losses by piggy-back shippers and open the way for train transport of some delicate or rail-restricted products.

The new lading tie-down system is now being shown by Lord Mfg. Co. to railroads and industry after extensive impact and cross country testing. The equipment was originally developed in cooperation with the military for use in transporting sensitive missile ground support equipment.

### Lading Moves During Impact

Lord designed the new system to provide gradual shock absorption by allowing the lading to move during impact.

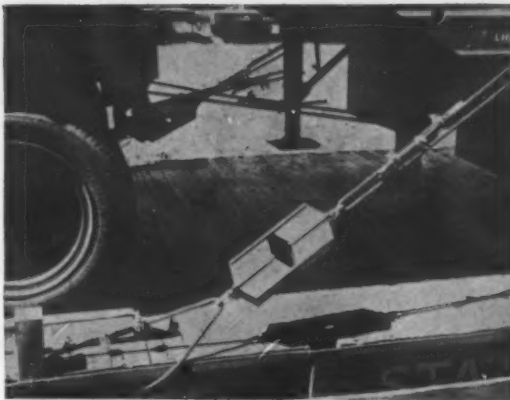
The equipment is restrained on a flatcar by a small number of spring and cable assemblies. During extreme handling operations where cars could be impacted at speeds of 8-10 mph, the system will absorb up to 90% of the longitudinal shock force on the flatcar floor and prevent it from reaching the lading, a spokesman said.

Lord officials said the new system held immediate promise for less-expensive and safer rail shipment of sensitive commercial products. They noted that any item on wheels, dollies, or skids could be flexibly attached, eliminating time-consuming and costly shoring and bracing.

In use, the tie-downs are attached at or near the four corners of the vehicle. One end of the assembly is attached with chain or cable to the vehicle while the

other is attached to stake pockets on the flatcar. The assembly is "snugged up" to procure a small pre-load on the elastomeric spring which stabilizes the load, keeping it under positive restraint at all times.

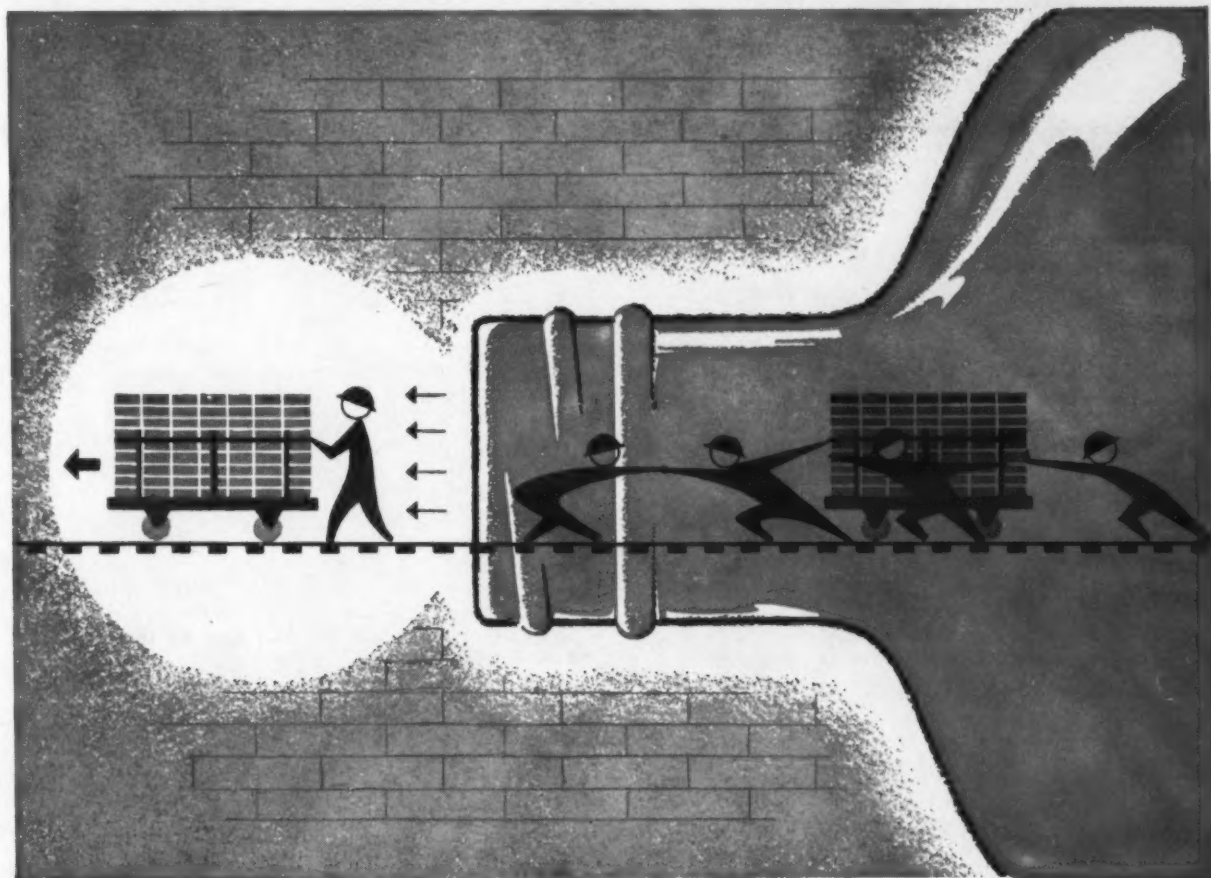
The number of assemblies used depends on the gross weight of the shipment, an official reports. For example, a vehicle weighing 10,000 lb., would need four assemblies, one weighing 50,000 lb., would need 16 assemblies.



**TYLASTIC TIE-DOWN SYSTEM:** Spring and cable assemblies absorb up to 90% of longitudinal shock force when the freight cars are impacted at 8-10 mph.



**MILITARY APPLICATION:** Lord Mfg Co., which designed the system, also sees wide range of civilian uses to cut intransit damage often caused by shock.



## New "hot" grease ends brick-oven bottlenecks ...and one man outperforms four!

### CAB Tells Airline to Stay Clear of Creditor Control

Washington—The Civil Aeronautics Board has expressed concern over a sweeping refinancing plan designed to save Seaboard & Western Airlines, a major cargo carrier, from bankruptcy.

The board deferred final judgment on the plan but cautioned Seaboard to make sure that control of the airline does not pass to Canadair, Ltd., an aircraft manufacturer and one of Seaboard's principal creditors.

Federal law prohibits a related aeronautical industry from exercising control of a certificated airline.

Seaboard devised the refinancing plan after a \$3.3-million loss it suffered on a military airlift contract this summer brought its financial plight to the crisis stage.

Under the plan, the airline's major creditors—Canadair, a Canadian subsidiary of General Dynamics; Esso Export Corp., and Curtiss-Wright Corp.—agreed to supply Seaboard with working capital through temporary debentures and loans until a long-range financing program could be carried out. The temporary debentures may be exchanged for Series A debentures to be marketed under the long-range plan and convertible into new common stock.

The CAB said that under this plan, Canadair would gain 30.1% of the voting rights in Seaboard—the largest single bloc.

Ceramic Combustion & Engineering Company, consultants for the Davidson Brick Co., Los Angeles, California, ran into production bottlenecks while using ordinary grease in dryer-car bearings. Oven temperatures (350° to 400° F.) cooked the grease solid... stalled the cars loaded with bricks in the dryer. Bearings seized so badly that four men were needed to move each carload.

Now—with Shell Darina Grease 2 as the lubricant, Davidson reports: "Bearings roll free, even at 400° F., one man, instead of the four previously required, can easily roll a carload of bricks... no more bottlenecks caused by frozen bearings."

Darina® Grease 2 is an economical, multi-purpose grease with exceptional stability in high-temperature applications. It offers these outstanding qualities:

**HIGH-TEMPERATURE PERFORMANCE.** 100° F. better than conventional multi-purpose greases.

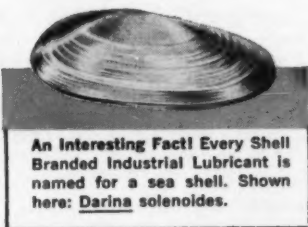
**EFFICIENT SEALING.** Contains no soap—nothing to melt and run out.

**HIGH RESISTANCE TO WATER WASH-OUT.** Doesn't dissolve or separate when mixed with water... lubricates efficiently under wet conditions.

**POSITIVE RUST PROTECTION.** Protects bearings even under severe moisture conditions.

**ECONOMICAL.** Savings up to 35% in grease and labor costs alone are possible because of Darina's superior performance over a wide range of plant operating conditions.

For more information on Darina Grease, write: Shell Oil Company, 50 West 50th St., New York 20, N. Y., or 100 Bush St., San Francisco 6, California. In Canada: Shell Oil Company of Canada, Limited, 505 University Avenue, Toronto 2, Ontario.



An Interesting Fact! Every Shell Branded Industrial Lubricant is named for a sea shell. Shown here: Darina solenoides.

**SHELL DARINA GREASE**  
the multi-purpose, high-temperature grease





# Washington Perspective

OCT. 17-23

California, New York, New Jersey, Texas, Ohio, and Connecticut—in that order—led the states in military prime contract awards in fiscal 1960 which ended June 30.

Latest Pentagon figures show California, the perennial leader, received 23.7% of the \$20.4-billion worth of defense orders for procurement, services, and construction awarded during the year. In fiscal 1959, California netted 24% of the \$22-billion worth of contracting let.

New York advanced slightly, percentage-wise, last year. Its share of defense contracts rose from 11% to 11.7%. Other important state gainers: New Jersey, Kansas, and Florida. Michigan, North Carolina, Missouri, and Washington slipped.

Behind the statistics on defense awards by state has been a sizzling Congressional feud between the California and New York delegations. It stems from this fact: In the past three years, the West Coast state has leaped from an 18.6% share of defense business while New York has declined from a 12.2% share.

New York congressmen have complained that their state's decline results from Pentagon procurement policies stressing negotiated contracting as opposed to advertised bidding. They have pushed unsuccessfully for new legislation to pressure the military into more advertised-bid buying.

Government foreign trade experts are analyzing the U.S. export boom. Overseas sales in the first half of this year are up 20% over the same period of 1959, with good prospects ahead into 1961. The European market bought 50% more during the first six months of this year—\$2.88-billion, or second only to the record high set in 1957.

Consumer goods producers here seem to be the biggest beneficiaries—makers of such items as food products, textiles, leather, automobiles, toys, jewelry, and the like.

A spot check of items exported to the United Kingdom made a few months ago showed the following three-month boosts:

**Synthetic fibers and manufactures**—up from \$1.9-million to \$4.9-million.

**Vegetables, except potatoes, bulk and prepared**—from \$1.4-million to \$4-million.

**Meat, bulk and prepared**—from \$1.3-million to \$2.3-million.

**Automobiles and parts**—from \$.5-million to \$1-million.

**Nylon yarn**—from zero to \$2.7-million.

**Cotton cloth and manufactures**, including lightweight dresses and suits—from zero to \$800,000.

**Cheese products**—from zero to \$600,000.

European nations have helped by easing barriers against U.S. imports.

The Interstate Commerce Commission is about to be confronted with a new railroad control battle that is likely to rank second only to the struggle between the New York Central and the Chesapeake & Ohio for the Baltimore & Ohio. The object of the new fight is the Louisville & Nashville, which operates nearly 6,000 miles of track in 11 states, mostly in the South.

The Southern Railway applied to the ICC two months ago for authority to gain control of the L&N. Now the Illinois Central has announced it will make a similar bid.

Control of the L&N, represented by 33.7% of its common stock, is now held by the Atlantic Coast Line, which is seeking ICC approval for a merger with the Seaboard.

Both the Southern and Illinois Central fear that an ACL-Seaboard merger, coupled with the Coast Line's control of the L&N, would create a massive rail combine in the South against which they could not compete effectively.

## Weekly Production Records

	Latest Week	Week Ago	Year Ago
Steel ingot, thous tons	1,556	1,522*	368
Autos, units	144,447	138,954*	123,747
Trucks, units	18,841	23,014*	24,492
Crude runs, thous bbl, daily aver	7,880	7,949	7,688
Distillate fuel oil, thous bbl	11,858	12,583	12,612
Residual fuel oil, thous bbl	5,930	6,168	5,537
Gasoline, thous bbl	27,733	29,018	27,625
Petroleum refineries operating rate, %	80.5	81.2	79.2
Container board, tons	155,459	169,877	176,511
Boxboard, tons	98,870	95,003	101,725
Paper operating rate, %	95.3	93.6*	97.4
Lumber, thous of board ft	229,129	240,321	259,311
Bituminous coal, daily aver thous tons	1,373	1,370*	1,267
Electric power, million kilowatt hours	13,725	13,779	13,086
Eng const awards, mil \$ Eng News-Rec	444.5	602.8	264.3

\*Revised

## Employment Fails to Make Seasonal Pickup

New York—The nation's labor picture remains clouded, despite record employment and some drop in jobless totals.

Latest (September) Labor Department survey reveals these signs of weakness:

• **Unemployment rate**—This key figure is hovering around 5.7% of the labor force—and is only fractionally below the August (5.9%) high.

• **Factory jobs**—The number of workers employed in manufacturing rose only by 60,000 in September—despite heavy auto activity. This is well below the normal seasonal increase.

• **Overtime** — PURCHASING WEEK's sensitive overtime hour index failed to reflect its usual seasonal increase. September levels remained unchanged from August, and 20% below a year ago (see accompanying chart and table for details).

### Unemployment

The drop in total jobless figures (down 400,000 from August) is not nearly so cheery as first glance might indicate.

In large part, it reflects the great number of students going back to school. This year the number was unusually large—thereby tending to exaggerate the unemployment decline.

Then there's the auto factor. Production of new models got underway a little earlier this year—thereby tending to reduce unemployment figures. And finally, there is an unexplained increase in farm activity, which took a lot of agricultural workers off the jobless rolls.

Another disturbing fact is the number of people who have been out of work for a long time. Some 800,000 have been jobless for 15 weeks or more—a figure that has remained substantially unchanged now for four months.

### Employment

The employment picture is basically mixed. On the plus side is the fact that September employment at 67,767,000 is a record for the month of September.

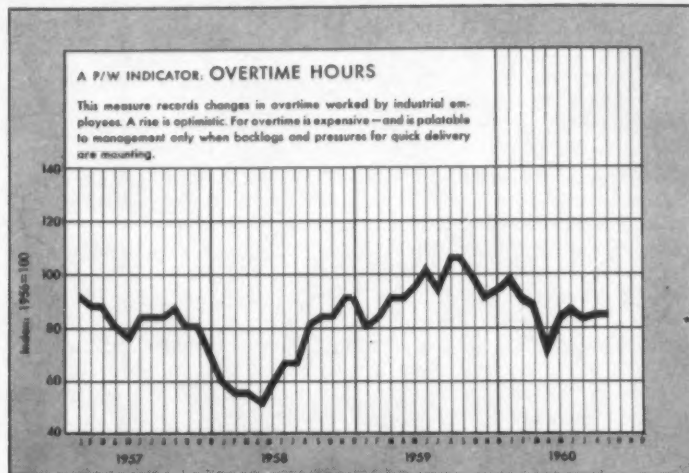
On the negative side is the continuing downtrend in manufacturing employment. Every durable goods industry except transportation equipment and electrical equipment showed employment declines once seasonal influence were taken into account.

Much the same is true in soft goods. Outside of tobacco (which showed a gain) and petroleum and coal (unchanged), all soft non-durable areas show some decline on a seasonally adjusted basis.

### Linen Suppliers Fined

**Philadelphia**—A linen suppliers' association 10 companies and nine of their representatives have been fined an aggregate of \$171,500 in U.S. district court here for violation of federal antitrust laws.

The defendants had entered pleas of *nolo contendere* to charges they had conspired to monopolize interstate commerce in linen supplies and to fix prices and suppress competition since 1950.



## Index of Overtime Hours in Manufacturing

	Latest Month*	Month Ago	Year Ago	% Yrly Change
<b>Total</b> .....	85.7	85.7	107.1	-20.0
<b>Hard Goods</b> .....	80.0	76.7	100.0	-20.0
Ordinance & Accessories.....	69.0	65.5	72.4	-4.7
Lumber & Wood.....	100.0	93.9	124.2	-19.5
Furniture & Fixtures.....	100.0	82.1	117.9	-15.2
Stone, Clay & Glass.....	86.1	86.1	108.3	20.5
Primary Metals.....	50.0	60.7	92.9	-46.2
Fabricated Metal Products...	93.3	83.3	113.3	-17.7
Non Electrical Machinery...	62.2	67.6	75.7	-17.8
Electrical Machinery.....	73.1	61.5	92.3	-20.8
Transportation Equipment..	75.9	75.9	93.1	-18.5
Instruments.....	91.3	95.7	100.0	-8.7
<b>Soft Goods</b> .....	100.0	104.0	120.0	-16.7
Food.....	103.0	106.1	100.0	+ 3.0
Tobacco.....	81.8	109.1	154.5	-47.1
Textile Mill Products.....	96.2	100.0	126.9	-24.2
Apparel.....	116.7	108.3	141.7	-17.6
Paper.....	95.7	93.5	106.5	-10.1
Printing & Publishing.....	93.8	93.8	100.0	- 6.2
Chemicals.....	100.0	108.7	108.7	- 8.0
Petroleum & Coal Products..	95.0	115.0	100.0	- 5.0
Rubber Products.....	75.0	107.1	164.3	-54.0
Leather & Products.....	114.3	100.0	92.9	+23.0

\* September is the month for totals and major subtotals. August is the month for individual industry figures.

## Traffic Expert Urges P.A.'s to Dicker With Carriers for Better Cargo Rates

(Continued from page 1)

in cases where the ICC has okayed a rate increase.

"If you think you should have a better rate on a specific movement," O'Neill told 400 P.A.'s attending the annual Dist. 7 meeting of the NAPA, you can take the following action:

• Make application with the original carrier for reduction of rate based on the volume, nature, weight, density, and value of goods shipped.

• The original carrier then can put the matter before the freight bureau, and it is considered by the member carriers.

O'Neill warmly praised efforts by the nation's railroads to expand piggyback operations.

"With the lower operating costs, due to elimination or reduction of terminal handlings, transfer of loadings, empty car mileage, freight loss and damage, and investment in equipment and maintenance, railroads," O'Neill stated, "are at long last constructing their rates to reflect their lower long-haul costs and thus are exploiting the inherent advantage that they possess."

Keynoting a session on price evaluation Hoyt Pritchett, purchasing manager at Brown & Williamson Tobacco Corp., Louisville, Ky., said purchasing men have an obligation to consider buying foreign material wherever it is competitive in price, quality, and service.

"We can no more afford to place restrictive tariffs on imports so as to stifle them . . . than we can afford to restrict trade between our 50 states," Pritchett said.

"One cannot afford to be restricted as to sources," Pritchett added. "So if we sell abroad, we must buy abroad. If properly handled, foreign competition can be a blessing instead of a menace."

Pritchett found broad support from P.A.'s attending the annual meeting.

In a second-day session on purchasing ethics, C. W. McVicar, director of purchasing and traffic, Rockwell Manufacturing Co., Pittsburgh, touched on these much discussed topics:

• **Reciprocity.** "If the reciprocity-minded salesman can't meet his competition, then purchasing can't justify to management our sacrificing either quality or our product or a delay in our manufacturing processing, or a reduction in the profit of our company."

• **Responsibility to low bidders.** "Any low bidders or salesman," said McVicar, "who offers us a better bargain than we are currently receiving, should be given every possible consideration. By this I mean that he will receive a reasonable number of orders to justify the effort that he has made to save money for our company."





## Spreading customer goodwill far and wide

How has Ford Motor Company succeeded in maintaining the goodwill of its truck customers? Provided dependable, nationwide parts service? Kept inventory cost to a minimum? *By the planned use of air freight.*

Every day, Ford Motor Company sends priority spare parts from regional depots to its heavy duty truck dealers throughout the United States by Emery Air Freight.

Ford absorbs this shipping cost because its planned use of Emery contributes to better inventory control and provides improved customer service which helps Ford sell more trucks.

Emery provides the fastest, most dependable air freight service for procurement and distribution anywhere in the United States and throughout the world. Call your local Emery office for full information.

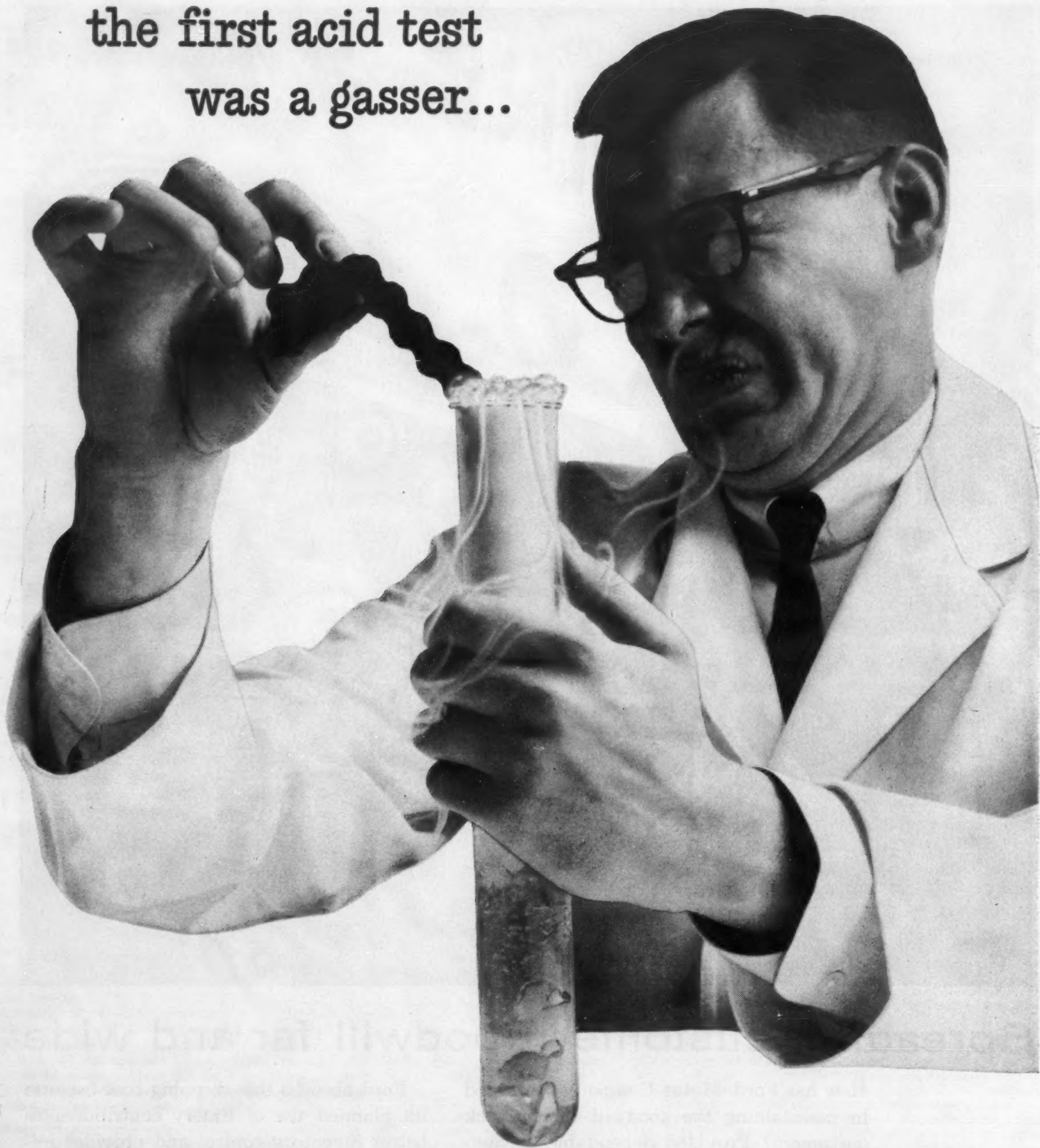


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## U.S. Freight Offers Bonus for Fast Piggybacking

**Detroit**—U. S. Freight Co. plans to pay a bonus to the Santa Fe Railroad in order to make possible coast-to-coast piggyback service in 56 hours.

The plan which would give passenger train speed schedules to transcontinental freight was disclosed by Morris Forgash, president of the freight forwarding organization, before a meeting of the Motor City Traffic Club.

### The Plan

Under the plan, which will have a six month trial, U. S. Freight will pay \$1,600 per car instead of the present piggyback charge of \$924 for the schedule which will cut the Chicago to Los Angeles run from 51 to 37 hours. The schedule would be tied to the 19 hour piggyback run of the New York Central between New York and Chicago.

The fastest coast-to-coast time at present is 84 hours with 100 hours the average for most carriers. U. S. Freight has not disclosed rates to its customers for its new "hot shot" service. No starting date for service has been set as yet.

The Santa Fe has told the regional rate bureau of its intentions to put the new schedules into service and applied to the

ICC for the increase, Forgash said.

"We are coming closer to the day of the 48 hour coast-to-coast piggyback schedule," the executive said. "The Santa Fe has docketed with the appropriate rate officials its proposals for establishment of an extra charge in piggyback service for containerized shipments from Chicago to Los Angeles."

Forgash predicted that the speed potential of distance railroads "is only beginning to be tapped."

"Technological improvements, faster service, more efficient ways of doing things have no meaning whatsoever in the economics of transportation unless all of these improvements in some way find reflection in lower transportation costs to the shipping public, he declared.

He repeated earlier prediction that lower Plan III and Plan IV piggyback rates would result in eliminating costly empty car mileage of railroads and result in faster speed and lower cost of service to shippers.

## U.S. Industries Welds Two Divisions Into One Big Oil and Gas Supply Unit

**Longview, Tex.**—U.S. Industries, Inc. has consolidated two of its divisions into one major operation to manufacture, sell, service, and distribute oil and gas production, transmission and allied equipment to the petroleum industry.

U.S.I. President John I. Snyder, Jr., declared "The consolidation will simplify over-all management and call for a relocation of certain operations in California and Texas.

The new enterprise, to be called the Axelson-Garrett Div., is a merger of the former Axelson Div. of Los Angeles and St. Louis and Garrett Oil Tools Div. of Longview.

Axelson's St. Louis plant will continue to manufacture sucker rods, polished rods, couplings and related equipment.

Garrett makes and sells equipment for drilling, production, and transmission of petroleum and gas.

## Eastman Delivers Despite Explosion

**Kingsport, Tenn.**—Tennessee Eastman Co. reports there have been no major interruptions in delivery to suppliers as a result of an explosion which demolished its aniline-making facilities here Oct. 4.

Company officials said the aniline is in good supply and there has been no problem in lining up sources.

Tennessee Eastman, a subsidiary of Eastman Kodak Corp., produces plastics, cellulose fibers, polyethylene, and other chemicals.

The explosion demolished the 70 by 70 ft. aniline plant, but had only negligible effect on other manufacturing operations in the 400 acre facility. Fourteen workers were killed and more than 200 injured.

The destroyed plant supplies aniline for the manufacture of film developer.

## Can Maker Diversifies Into Metal Fabrication

**Springfield, Ohio**—Robertson Can Co., manufacturers of containers, plans to diversify by becoming a specialized vendor of custom metal fabrication and finishing.

R. A. Henson, vice-president, said the firm feels its equipment, trained personnel and space will enable it to "profitably produce either components or complete assemblies for other firms at a cost lower than they themselves could do it."

"Since our facilities lend themselves readily to metal stampings, forming, light machine operations, and the production of special containers, our sales emphasis will be in these areas," Henson said.

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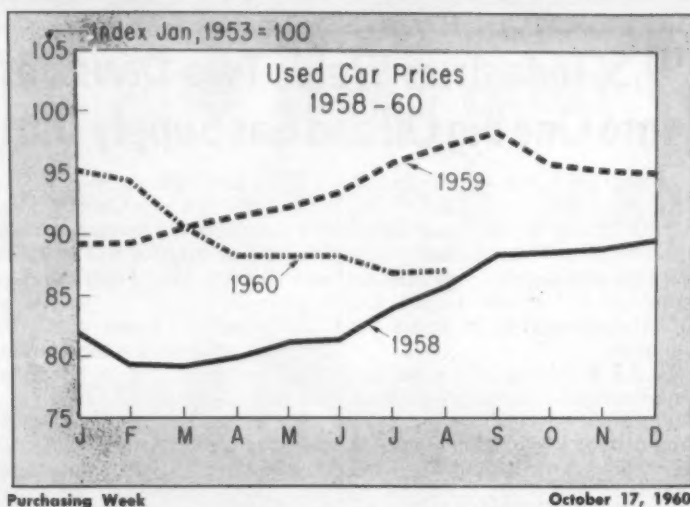
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# New Cars Pose Financial Dilemma for Fleets

(Continued from page 1)  
dilemma will have to weigh carefully the following factors:

- The market price for trade-ins.
- Prices on the new cars.
- His company's fleet car needs.

Direct-trade ins to dealers are still the most common way of disposing of fleet cars. But with current tags some 10% below year-ago levels, fleet buyers would be well advised to consider other ways:

• **Bids.** Many companies invite bids—sometimes sealed—from all sources on their used cars. One Southwestern oil company reports that it gets approximately \$200 more per car in this way, than it could get from used car dealers.

A large number of these companies, however, do not permit employee bids on their used cars. They figure a lemon acquired by one of their men would hurt morale.

• **Auction.** Another method is

to consign cars to one of the weekly automobile auctions that are held throughout the country. A minimum price is usually set, and the service fee runs about \$20 per car. If the car is in really good condition, the P.A. will probably get close to the top auction price, which is more than he's likely to receive in a trade-in.

• **Taking advantage of geographic differentials.** Auction prices vary about the country, making it advantageous for some companies—especially those in the South—to go outside their own geographic area to sell their used cars. Here is a sampling of auction prices for some 1959 models (all equipped with automatic transmission) in different parts of the country:

	East	Mid- West	West Coast	Florida
2-Door Biscayne				
Chev	\$1,275	\$1,350	\$1,360	\$1,085
(6 cylinder)				
2-Door Ford	\$1,300	\$1,307	\$1,470	\$1,180
(6 cylinder)				
Plymouth Savoy Six	\$1,140	\$1,200	NA	\$1,020

While 1959 models are bringing relatively low prices—and look to go even lower—the geographic differences are representative.

## Selling Yardsticks

Another important selling consideration for the fleet buyer is: How long should he keep the car before turning it in?

There are no universal standards to go by—practices vary all over the lot. The most common formula is based on a years and/or mileage setup. For example: 1 year and/or 27,000 miles, 3 years and/or 50,000 miles, 5 years and/or 60,000 miles.

Other P.A.'s use different systems. One Chicago P. A. runs his cars for 80,000 miles regardless of age. A Cleveland utility company has no formal retirement program, replacing cars as the need arises.

Most companies evaluate their cars periodically, and trade them in earlier than their plan calls for if their condition warrants it.

A recent Supreme Court ruling should play a decisive role in determining fleet buyer decisions on when to retire their cars.

The ruling eliminates accelerated depreciation rates on automobiles during the first year. It also reaffirms the Treasury contention that the total depreciation and resale value must approximate the original cost. Thus there can be no substantial capital gain, if any, on re-sale.

In boom times such a ruling

## PW Consultant to Tour Israel With ICA Team

**New York**—F. Albert Hayes, PURCHASING WEEK consulting editor, sails for Israel this week as part of a U. S. government-sponsored team to instruct Israeli industry on up-to-date purchasing methods.

Hayes, who went to Yugoslavia last year on a similar International Cooperation Administration project, will conduct seminars in procurement, warehousing, and inventory control.

Other members of his team will specialize in production planning and control, plant engineering, and product engineering. Hayes will return to New York Dec. 16.



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# Fleet Buyers With Old Models to Sell

would tend to encourage simple trade-in deals, since any gain above the depreciation charge would be taxed as income. With profits high, the tax would wipe out most of the gain.

But when profits are down—as at present—the tax on these gains is proportionately diminished and P.A.'s are more eager to minimize their "washout" figure—the difference between what they pay for a new car and what they get for a used one.

Since the weak used car market has widened the gap between prices of new and used cars—the chart at right shows how much further used car tags have dropped compared to new cars—many P.A.'s may hold off fleet replacements.

The reasoning: At the depreciation rate set by the company—2% per month, or 2¢/mile is a widely used one—many of their cars will have a depreciation charge smaller than the "wash-out" figure. This would mean a loss to the company, since depreciation would not offset the money the company pays out in the transaction.

To illustrate: A company pays \$2,500 for a car and depreciates that value by a straight 2% for each month. At the end of a year the car is depreciated by 24% or \$600. If the company gets less than \$1,900 for the car it suffers a loss.

The P.A. will then be tempted to wait until the used car market turns up and enables him to sell the car for purchase price less depreciation, or, if possible, hold onto the car for 50 months until its cost has been entirely written off.

## New Car Prices

Selling the used car for as much as possible is only one side of the fleet buyer's problem; the other, of course, is getting the new car at the lowest price consistent with quality and company requirements.

The three principal methods used by fleet buyers in purchasing their cars are:

1. Inviting bids.
2. Arranging for discounts from list prices.
3. Arranging to pay a certain amount over dealer cost.

The first two methods usually work out to a 15% to 20% discount on list prices. The third method frequently amounts to \$50 to \$100 above the dealer's cost, depending on the size of the purchase.

One advantage of the dealer cost plus method is that it serves to stabilize the purchase price regardless of when the purchase is made. Discount prices, on the other hand, tend to vary at different times of the year.

## What to Look For

The purchase price-resale value relationship exerts a major influence on what the fleet buyer looks for when building up his fleet.

A low purchase price is a prime consideration. That's why many P.A.'s buy stripped-down models. On the other hand, an extra like automatic transmission is popular because it enhances the resale value of the car. Power brakes, on the other hand, add little to resale prices.

Other things P.A.'s look for

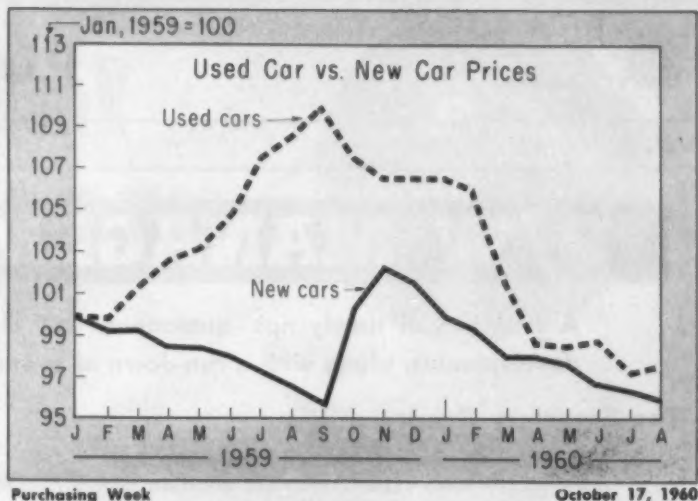
when buying their fleets are:

- Economical operations.
- Quick service and qualified technicians—especially for small fleets where the company does not maintain its own repair and maintenance setup.
- Employee comfort—e.g. radios for employees on long trips.
- Qualities that fit the uses to which the car is put—e.g. four-door rather than two-door if the cars are used often to transport more than two people; heavy cars for rough terrain.

Compacts are making tremendous inroads into the fleet market. Many companies which started buying them in 1960, intend to expand their usage to 90% of the fleet.

They feel that gas and maintenance economy, ease of driving in traffic, make these cars ideal—especially where the chief use is in short runs.

But some P.A.'s, more wary, are not committing themselves until they see what resale prices their other compacts will bring.



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# Purchasing Week

Associated  
Business  
Publications



Vol. 3, No. 42

October 17, 1960

Print Order This Issue 26,648

## P/W MANAGEMENT MEMOS

A collection of timely tips, quotations, and inside slants on management and industrial developments, along with a run-down of events and trends of use to the purchasing agent.

### The Secretary Syndrome

The ideal secretary is a combination diplomat, organizer, efficiency expert, reference librarian, and (on rare occasions) even a mother confessor. She's as steady as the Rock of Gibraltar, as discreet as a Trappist monk, and as modest and self-effacing as a seminarian.

That's the image you get after reading an informative booklet "What a Secretary Should Know About Bosses," written by Mrs. Evelyn G. Day, secretary to Charles Hook, chairman of the board of Armco Steel Corp. The title doesn't quite hit the target, because the booklet tells more about secretaries than it does about bosses. But it's wise in the ways of bosses and in the occupational diseases of secretaries. These are the three cardinal sins of an office factotum, according to Mrs. Day:

- (1) The tendency to take everything personally.
- (2) Developing a possessiveness about the boss and the office.
- (3) Getting the "office wife" delusion.

If you want to know more about the secretarial syndrome, write Dartnell Press, 4660 Ravenswood Ave., Chicago 40, Ill. for a copy (25¢).

### Too Much of a Good Thing

Business is constantly striving to refine and sharpen the yardsticks used for judging whether inventory is too high, too low, or just right. As a result controls have become so sensitive that a new danger threatens—overcorrection. During the past 12 years, in fact, business using oversensitive indicators has rushed in three times to make major inventory corrections—only to wind up worse off than ever.

That's the thesis propounded by Charles A. Bliss, in an article in the September-October issue of the Harvard Business Review, which strongly opposes the majority view that current inventories are too high.

Bliss bases his argument on a detailed study of 1957-60 inventories, which, he says, demonstrates that errors of oversimplification often supply the impetus for inventory cutbacks.

One common error, he contends, is to misuse the "inventory turnover" yardstick on the company level. Another is the

tendency of management to react to every change in the business picture.

"When inventory was accumulated in ignorance," he says, "the adjustments were never by fits and starts. For all we know, many inventory cycles never came to pass because managements were not so sensitized as they currently are."

Bliss wants to discard stock turn as the principal yardstick in favor of a variable inventory turnover rate geared to speed up or fall back with business activity. This would be in addition to the minimum base stock inventory rate necessary to support the lowest level of orders.

What Bliss seems to be saying is that too much knowledge is a dangerous thing—if that knowledge makes management even more cautious and conservative than it already is. "If all managements seek to play it safe," he concludes, "there is probably no safety for anyone."

### Seller's Guide

The Government Printing Office has finally gotten around to publishing a new edition of Catalog D 1.13, otherwise known as the Armed Services Procurement Regulations. This weighty tome (over 1,000 pages; \$18) applies to all purchases and contracts made by the Defense Dept. It's been out of print for some time, and is in great demand by defense industry P.A.'s.

The new edition has been done up in loose leaf form, punched for three ring binders to take care of the never ending stream of addenda and revisions, both of which are included in the original purchase price. For copies, write: Supt. of Documents, Government Printing Office, Washington 25, D. C.

### Short Pointer

*Fashion is a fickle goddess. It wasn't too long ago that industry designers happily proclaimed a new era of color—and autos, typewriters, refrigerators, vacuum cleaners, and kitchen sinks issued forth from the factory gaudily decorated with all the colors of the rainbow. But at a price—color was extra. Now it seems, the process is being reversed. A typewriter company has announced its product in six "distinctive shades"—beige, grey, green, coral, yellow, blue—with black ("debonair ebony") available at extra cost.*

## PURCHASING PARADE



Traditionally the purchasing profession—like banking, law, or medicine—has been a man's bailiwick. But changes are in the making, and you're beginning to see ladies' names in the news, thus:

• **Ladies' First—Anna D. Repko**, (above) recently promoted from P. A. to Assistant to the Vice President for Marketing for the Austenal Co. Division of Howe Sound Co. (New York), is also the first woman to hold a position on the Board of Directors of the P. A. Assn. of New York.

As active in sports as she is in business, Miss Repko is an enthusiastic skier and enjoys fishing for a change of pace.

Although it's obvious she is shooting high in the purchasing field, Miss Repko wishes she would shoot a little lower on the golf course. She's determined to cut her present score of 100 as quickly as she can.

• One wife who never has to ask her husband "What's new at the office?" is **Joyce Gatz of Southwest Airmotive Co.** (Dallas).

Why? Her hubby, **John**, who was recently made Assistant P. A. for the company, works right in her department. The Gatz's togetherness began when they met shortly after high school and attended Oklahoma State University together.

• **Philosophy and Purchasing: F. Stan Romanse**, new P. A. of the boiler division of **Babcock & Wilcox Co.** (Barberton, Ohio) is one of the veteran P. A.'s with a doctor's degree.

He earned the PHD in philosophy while studying at the University of Southern California before setting out on a career on purchasing. (He's been with B & W for 33 years.)

While he rates the "doctor" handle, he never uses it. Traveling is his first love and he's been in every state as well as Europe. Next to that,

Personal glimpses of P.A.'s as they march by in the news

photography, fishing, and stamp collecting rate high.

• Recently promoted from P. A. to Director of Merchandising of the **American Saw & Tool Co.** (Louisville, Ky.), **Nat C. Campbell** looks to classic philosophers for his leisure-time reading.

His sizable library includes the complete works of Descartes, Kant, and Hegel. Campbell says his interest is a carryover from college days at the Universities of Louisville and Kentucky.

• **Chess Champ: Henry Golding, Purchasing Officer at Northern Aluminum Co. Ltd.** (Banbury, Can.), is the new President of the Welsh Chess Union for 1960-61. Having done much to promote the game of chess in Wales, Golding is Secretary of Noral Chess Club, and chairman of several other chess associations.

For his active participation in the Junior Achievement Organization for the past two years, **Rudy De Marco, Buyer at Western Division of Aeroquip Corp.** (Jackson, Mich.) has been awarded a J. A. award.

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**PURCHASING WEEK** is published weekly by McGraw-Hill Publishing Company, Inc. Founder: James H. McGraw (1860-1948).

**SUBSCRIPTION PRICE:** Available only by paid subscription. Publisher reserves the right to refuse nonqualified subscriptions. Subscriptions to Purchasing Week solicited only from purchasing executives in industry, business, and government. Position and company connection must be indicated on subscription orders forwarded to address shown in box below. U. S. subscription rate for individuals in the field of the publication \$6 a year; single copies 50 cents. Foreign rates on request.

**EXECUTIVE, EDITORIAL, CIRCULATION, AND ADVERTISING OFFICES:** McGraw-Hill Building, 330 West 42nd Street, New York 36, N. Y. Telephone: LOngacre 4-3000. Teletype: TWX N. Y. 1-1636. Cable Address: MCGRAWHILL, N. Y.

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## PURCHASING WEEK ASKS . . .

**What are you doing to encourage the buyers in your department to prepare for advancement?**



**B. T. Rabuse, vice president-purchasing, Gould National Batteries, Inc., St. Paul, Minn.:**

"Our policy is for advancement from within and we make each department member aware of it. Our company absorbs a substantial portion of tuition fees on a wide range of educational courses, and our purchasing people are encouraged to take courses advantageous to their progress. In regular department meetings, participation by all members is sought to broaden their understanding of activities not within their

usual responsibility in preparation for advancement."



**H. L. Consley, director of purchases, York Div., Borg-Warner Corp., York, Pa.:**

"It seems to us the most beneficial help to the buyer is the 'on-the-job' training he gets by being permitted and required to work with his superior on all the tough, unusual purchases. The tendency too often, on the part of the department head, is to solve the buyer's headache and give him the answer, whereas if he is permitted to work with him on these serious problems, he comes out equipped to do the job alone."

**G. D. Yeckley, director of purchasing, Anderson Electric Corp., Birmingham, Ala.:**

"We encourage preparation for advancement through: (1) Purchasing and production seminars. (2) Occasional plant visitations to assist the buyer in a more intimate knowledge and understanding of the manufacturing processes required to produce purchased commodities. (3) Active participation in civic projects and public speaking courses. (4) Continuous liaison with departmental supervisors to determine the end use of purchases as well as



use of purchases as well as

**D. L. Harwood, vice president-purchasing, Fairbanks, Morse & Co., Chicago:**

"It is important that a buyer be given the authority and responsibility that goes along with his assignment. In addition, we encourage and assist our buyers in becoming thoroughly acquainted with the end use and manufacture of the materials they buy. Departmental and public relations are also stressed as well as ethical principles. Participation in the local chapter of the NAPA has been found to be most helpful in generating and stimulating their interest."

**M. D. Low, purchasing manager, Crouse-Hinds Co. (condulets, floodlights, etc.), Syracuse, N. Y.:**

"We give them the opportunity to join the purchasing agents association at company expense. Our buyers have subscriptions to different purchasing magazines and newspapers and are encouraged to attend courses sponsored by the purchasing agents association, as well as courses at Syracuse University. Company policy is to refund part or all this expense, depending on the attendance and results obtained."

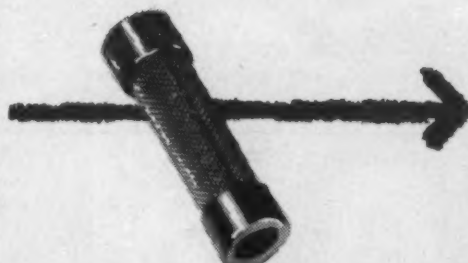
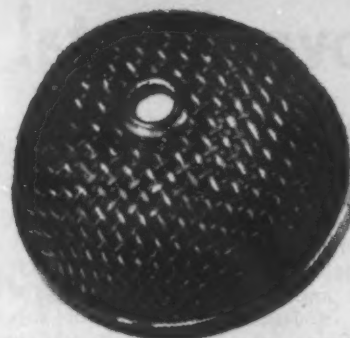
**W. B. Blessing, director of purchases, Blaw-Knox Co., Pittsburgh:**

"We help contribute to a buyer's self-development by paying for night school education at the University of Pittsburgh, yearly dues for the purchasing agent's association, trade publications, etc. In addition, we encourage and pay all expenses for our buyers and P.A.'s to visit our plants and learn about the applications and uses of the commodities they purchase. We also encourage and pay all expenses for visits to suppliers' plants."



October 17, 1960

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Purchasing Week



# Governmental P.A.'s Plot Action to Counter Identical Bidding

Washington — Governmental purchasing agents are ganging up on suppliers who persist in submitting identical bids. Some recent developments:

- The Ohio Municipal League announced it will seek legislative action and appeal to the U. S. Dept. of Justice as a result of complaints of "collusive bidding" received from the City of Dayton and other Ohio areas.

- The National Assn. of State Purchasing Agents, acting on a plea for cooperation from anti-

trust chief Robert A. Bicks, has appointed a committee headed by Connecticut purchasing agent Roy L. Magnuson to work with various state attorneys general and Bicks on the identical bid problem.

- The Senate Antimonopoly Subcommittee, headed by Sen. Estes Kefauver (D-Tenn.), is preparing a report on identical bidding complaints by TVA and the Defense Dept.

The approach of winter weather has focused attention

on rock salt bids which were dramatized in recent weeks by an investigation into bidding practices of the City of New York. The inquiry led to the resignation of City Purchasing commissioner Joseph V. Spagna and the issue has been a hot one ever since.

In the Ohio action, a special committee of the Ohio Municipal League said it was interested not only in rock salt but several chemicals which Dayton officials said indicated "collusive bidding."

City Manager Herbert W. Starick submitted data showing that in December 1958, eight firms each bid \$36/ton on a 3,000-ton order for soda ash. A year later nine firms submitted the same \$36 bid on a 2,200-ton order.

Starick cited examples on identical bids on chemicals such as ferric chloride, liquid chlorine, cylinders of chlorine and such diverse products as sacked cement, tersan fungicide, typewriters, heating elements, first-

aid kits, bandage compressors and de-icing salt.

In gathering similar data from other municipalities throughout the state, the committee found examples in Akron of non-competitive bids on ready-mixed concrete, ferric chloride and liquid chlorine.

Meanwhile, other state and city purchasing departments were trying to iron out their rock salt bid problems, as winter looms just around the corner.

## In New York City

New York City's rock salt supply stands at 17,000 far below the amount needed to combat winter snows. Even in the face of this, the new purchasing commissioner, Roger J. Browne, is holding the line against accepting bids of \$14.79 25/ton from three firms whose offers already were rejected twice as "unsatisfactory."

## In Cincinnati

Cincinnati solved the problem on the basis of delivery. The situation: Three salt companies, already reported to federal authorities several times by the city, again submitted identical bids. City purchasing agents reported that the three firms—Diamond, Morton, and International—bid \$122,353 to supply 8,170 tons of salt in box cars. Each also bid \$122,353 for the same amount in truckload lots.

Solution: P. A. John Krieg awarded the entire contract to International at the box car rate because this company could provide the best delivery service.

Hamilton County (Cinn.) agent Willis O. Schaff received identical bids of \$22.20 a ton on 2,000 tons from the same three companies. He split the \$44,400 order equally.

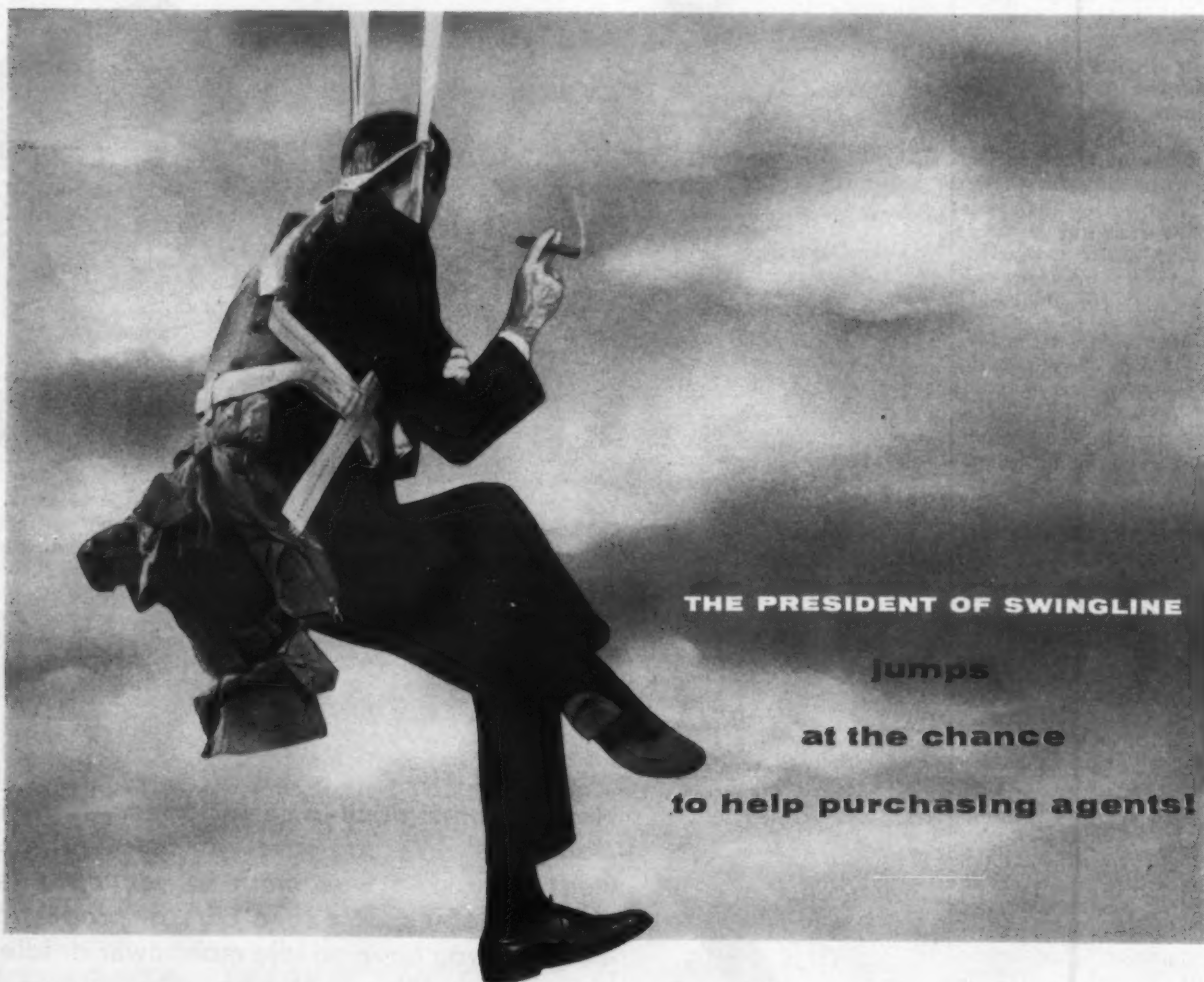
## In Baltimore

This was also the solution Baltimore applied to the problem last week. City Purchasing Agent George W. Warren, Jr., recommended that the Board of Estimates split a \$79,800 contract three ways between W. H. Bryan & Co., Harvey Salt Co., and Obrecht Salt Company. Warren said the companies were local dealers from national salt suppliers. He said he believed that the local companies acted only as agents for the suppliers, who set the prices.

Only one of the companies, Harvey Salt Co., supplied the city with a required affidavit that there was no collusion on its part in making the bids. Warren has instructed the two other firms to submit affidavits.

The price charged by the three companies: \$1.33 per bag of 100 pounds of rock salt. All three bids contained these provisos: 12¢ per bag discount if the salt is picked up by the city; 10¢ per bag added charge for deliveries on weekends, holidays or after 5 p. m. on weekdays; 47¢ per bag additional on orders for less than 10 bags.

New Jersey split the purchase of 21,985 tons for \$369,000 equally between two bidders—Charles Schaefer and Sons, Inc., and Winans-Carter Corp. Both firms, along with two others, quoted a mine price of \$8.40 per ton.



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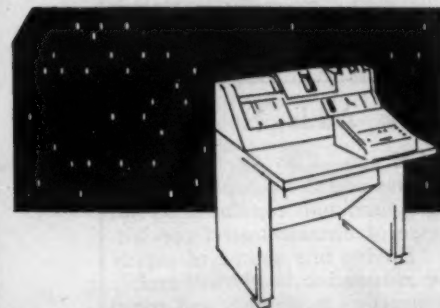
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SUPPLIES



## Sterling Aluminum to Get Refund From Officers

**St. Louis**—Sterling Aluminum Products, Inc., which lost all of its officers in 1957 when they were found receiving supplier kickbacks amounting to over \$1-million, stands to reap a bonanza in repayments if the circuit court ruling obtained here last week is upheld.

The ruling was first obtained by the St. Charles, Mo. manufacturer of cast aluminum parts on two cases against the former officers. Judgments total \$1,297,390, including \$162,500 in punitive damages and interest at 6% on the money from the time it was received between 1947-57.

Judge Franklin Ferriss of the St. Louis County Circuit Court rapped the defendants for conduct he termed "akin to embezzlement." Defendants in the two cases were Horace Duncan, former president; William M. Venner, former sales v.p.; W. F. Kammermeyer, former secretary; Herman Ernst, former plant superintendent; Margaret Cleon Kammermeyer, wife of the former secretary; Helen V. Weisert, daughter of Venner, and her husband, Walter A. Weisert, Jr.

Duncan, Fenner, Kammermeyer and Ernst, were ordered to pay, jointly or individually, \$1,069,144 in damages and interest. They were four of the five officers who resigned under fire April 25, 1957.

The fifth officer, P. L. Bowser, Jr., former production v.p.; his wife, and a former engineering and sales employee, W. F. Peterson, were permitted earlier to make a compromise settlement of \$221,141.41. Subsequently, another former sales-engineering employee, Nelson W. Wainwright, made restitution of \$17,000.

The kickbacks were in the

form of "commissions" which suppliers paid to partnerships set up among the officers, members of their families (in two instances), and the two employees.

The four officers who refused to make restitution did so on the grounds that the rebates were on unfinished products for which the prices, were in line with prices other companies were paying for similar products. Thus, they argued, Sterling had not suffered.

Sterling has another suit pending in the same circuit court, seeking an accounting from Dun-

can and all others who may have received commissions on purchases of aluminum ingots obtained by the company over the same 10 year period.

Daniel Bartlett, the company's general counsel, who became secretary when the new officers took charge, told PURCHASING WEEK that he did not know how much money was involved, but that if the court ruled favorably the "amount would be substantial."

Sterling had sales of close to \$20-million in 1957 when the matter came to light.

## Photocopy Equipment Firm Starts Up

**Los Angeles**—A new company to manufacture low cost photocopy equipment has been organized here.

Triangle Business Machines, Inc., a publicly owned firm, has been set up to produce a line of office and industrial photocopy equipment, developed by officers of the firm, Bennett M. Hartman, president, and Frank J. Marlow, vice-president.

Hartman said the firm will specialize in developing low priced diffusion transfer process equipment through the use of advanced design and fabrication.

He stated that the first copying machine to be introduced by the new firm was designed to meet price as well as quality competition from abroad. Prototypes of the machine have been tested in offices in Southern California during the past three months.

The company will also market a line of photocopy paper designed for use in its own as well as in competitive machines. Marketing will be through office equipment distributors.

Research, development, and production facilities have been established in Culver City, Calif.

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A. T. Gallagher, Manufacturing Superintendent, Delroyd Worm Gearing.

"Here's a shot of our Delroyd Verso worm gear — one of hundreds being boxed and made ready for shipment. Unlike most speed reducers, this Verso unit can be mounted in any position — horizontal, vertical, upside down. • "This is but one model in a complete line of Delroyd worm gear reducers — with the widest range of horsepower and sizes in the industry."\*

\*11/8" center distance, fractional horsepower — to 12" center distance, 152 horsepower. Reducers to 36" center distance with horsepower capacities to 700 are supplied as standard. Larger units to meet any requirement can be supplied on special orders.

## North American Aviation Plans Autonetics Center

**Los Angeles**—A new 60,000-sq. ft. research center will be built at Anaheim, Calif. by Autonetics, a division of North American Aviation, Inc.

The center, housing 46 separate laboratories, will work mostly in these areas:

Physical research: micro-magnetics, advanced materials, microelectronics, cryogenics, plasma physics, and microwave physics.

Systems research: Terrestrial, astronautical and underwater.

Component research: novel circuit elements, microsignal amplification, magnetic materials and plasma generated microwave energy.

## Mark Adds New Line

**Chicago**—Clayton Mark & Co. has added a complete line of rigid aluminum conduit to its full range of electrical steel conduit.

"Having one source of supply for all conduit needs will enable contractors to simplify and speed their delivery procedures and record keeping," said Chester Bloden, conduit sales manager.

The company will provide conduit in 1/2 in. to 6 in. sizes. It will be shipped with thread protector bearing standard color coding. A full range of couplings and elbows is included in the new line, Bloden said.



## Industry News in Brief

### Chemprint Opens Plant

**San Francisco**—Chemprint Corp., a new electronics firm, has started production of printed circuits at its new plant in Menlo Park, Calif.

The company will produce precision plated circuit boards for military and industrial uses.

### Firm Opens New Office

**Buffalo, N.Y.**—American All-safe, manufacturer and distrib-

utor of safety equipment, will open a new office and warehouse in Rochester and add four service and sales representatives as part of an expanded sales program.

### J&L Adds Equipment

**Cleveland**—Jones & Laughlin Steel Corp. will put two new feeders into basic oxygen steel making operations at its works here.

The new equipment manu-

factured by Blaw-Knox Co., Pittsburgh, will be put into operation next spring. Each of the feeders provides greater additive recovery and improved ingot quality at lower cost.

### Hercules Opens Branch

**Canton, Ohio**—Hercules Motors Corp. has opened a Philadelphia factory branch at 161 E. Hunting Park Ave.

The new sales and service headquarters will serve users of

diesel and gasoline engines in southeastern Pennsylvania and southern New Jersey. It will also be the headquarters for distributor sales for the entire eastern seaboard.

### Smith Buys Gregory

**Milwaukee**—T. L. Smith Co., manufacturer of concrete mixers, is embarking on an expansion program with the purchase of L. O. Gregory Manufacturing Co., Memphis.

Gregory is a supplier of equipment for concrete batching for the ready-mix markets.

According to Smith officials,

the acquisition will enable dealers to offer a complete package of equipment needed for the production of quality concrete from raw material to job site delivery.

### Uhrden Names Distributor

**Salt Lake City**—Arnold Machinery Co. here has been named exclusive distributor of the materials handling equipment manufactured by Uhrden, Inc., Denison, Ohio.

Arnold will handle sales in Utah and in parts of Idaho. Uhrden, Inc. markets custom engineered unloaders, dumpers, lifts, and cranes under the trade name, Tubar.

### Industrial Builds

**Birmingham**—New offices and warehouse facilities are under construction for Industrial Supplies, Inc., at 1200 Third Ave. Industrial will rent the 14,000 sq. ft. one-story brick building on a long term lease.

### Kohler Opens Factory

**Kohler, Wis.**—Kohler Co. has begun production of engines and electric plants at its new factory here. The firm completed transfer of production from a five story building to a new single story structure with 12 acres of floor space.

### Wagner Opens Plant

**St. Louis**—Production of standard fractional horsepower motors has begun at Wagner Electric Corp.'s new plant at Brinkley, Ark.

The modern one-story 90,000 sq. ft. building was designed for continuous flow layout of machines, assembly lines, and testing equipment to meet expanding demand for small motors.

### Fluorocarbon Moves

**Los Angeles**—Fluorocarbon Co., plastics producer for the aircraft, electronics, and missile industries, has moved from its Fullerton plant to new and larger facilities in Anaheim.

The new facilities at 1754 S. Clementine St. are more than twice as large as the plant at the former location.

### Worthington Distributor

**Harrison, N. J.**—Worthington Corp. has appointed the Cooper Supply Co., Kankakee, Ill., to handle distribution of the firm's industrial equipment in Illinois.

The franchise includes both air-cooled and water-cooled compressors, centrifugal, rotary, steam, and power pumps.

### Lear Gets U. S. Rights

**Santa Monica**—Lear Inc. has acquired sales and license rights to communications cooling system developed by Plannair, Ltd. of England.

The exclusive U. S. sales rights to the blowers have been contracted by the Lear-Romec Div. at Elyria, Ohio. The agreement includes an option for manufacturing in the U. S. and Canada.

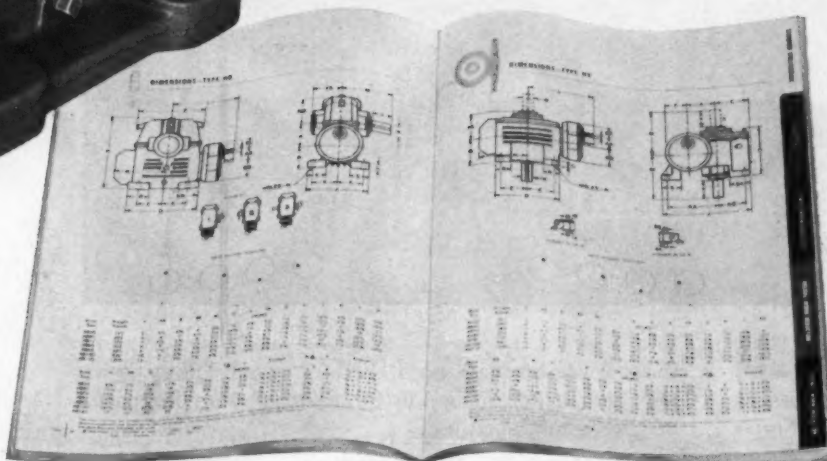
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## Hooker Chemical Denies Charge That Acquisitions Cut Competition

Washington—Hooker Chemical Corp. has denied Federal Trade Commission charges that it made two acquisitions in violation of the Clayton Anti-Trust Law.

The commission in July complained that Hooker's purchase of Durez Plastics and Chemicals, Inc., North Tonawanda, N. Y., and the phenol business of Monsanto Chemical Co. tended to lessen competition in the production and sale of phenol.

Hooker denied that its two acquisitions had any harsh effects on the phenol industry and claimed that, contrary to the FTC complaint, it was "relatively easy" for a company to get into the business. Hooker asserted its sale of phenol molding compounds represented only a small percentage of total sales to phenol users.

Phenol is used in such products as cases for cameras and telephones.

## Electronics Men Air Merits of Value Engineering

Anaheim, Calif.—Electronics engineers and purchasing executives reviewed the merits of "value engineering" as a cost reduction concept at a two-day conference here Oct. 5-6.

Consensus: Value engineering, often but not always synonymous with "value analysis," is a cost reduction technique that can pay big dividends for electronics manufacturers. But to make it work, corporate teamwork, effective communication, and management support are required.

Approximately 250 electronics

production men, P.A.'s, and engineers exchanged ideas and viewpoints at the West Coast conference of the Electronics Industry Assn. Important industry problems noted at the sessions were: disproportionate increase in development and manufacturing costs as product designs grow more complex; keener competition among domestic companies for sales and profits; and the threat posed by good quality, low-priced foreign imports.

The key role of the purchasing department in value engineering

was emphasized by L. C. Myers of Hughes Aircraft Co., Fullerton, Calif., who said: "The value engineering activity would have purchasing as one of its strongest members."

Myers said engineers should call on purchasing for aid at the beginning of a program because the purchasing department is the logical place to have files and information on most specialty vendors.

"Many times during the bidding stage of a new contract, the buyer can help the engineer find the right supplier with a special know-how," Myers said. "The engineer, supplier, and buyer—working as a team and applying value engineering techniques—can save many dollars and change loss into profit."

### Uses in the Department

Myers went on to suggest that the value engineering technique of analyzing functions could be profitably applied to policies and procedures within the purchasing department.

"The blast and refine approach to daily purchasing functions can bring very gratifying cost reducing results," he said. Myers suggested multiple requests for quotation forms, combined purchase requisition and purchase order forms, and master or blanket orders which make it possible to issue annual call-type orders with lower prices based on past usage. This latter technique also reduces inventories.

### Cost Cutting—An Attitude

C. A. Black, purchasing agent for the Boeing Airplane Co., Seattle, said: "Cost cutting is not an activity—it is an attitude. We cannot wait until it is urgently required, for then it comes too late. Function is at the heart of value and our definition of value expressed in dollars becomes the lowest price for accomplishing the required functions."

Boeing's value analysis program reviews the relationship between function and cost to remove unnecessary and costly requirements without impairing required functions, Black pointed out.

Purchasing's primary responsibilities and the need for effective communication were pinpointed by R. E. Harris, of Hughes Aircraft Corp., Tucson, Ariz.

"The purchasing department must furnish materials costs with an accurate determination of the factors included," Harris said. "Do these figures include transportation? Are prices quoted based on volumes applicable to requirements?"

### Human Relations

G. D. Hart of General Electric Co., Pittsfield, Mass., advised that there is a human relations side to value engineering as practiced by the purchasing agent and technician—recognition can avoid operational difficulties.

"The normal reaction of design engineering will be resentment that a bunch of second-guessers are devoted to highlighting their shortcomings," he warned. "Good logical proposals will be negatively viewed and rejected out-of-hand. Attitudes, therefore, must be favorably motivated to effect a workable operating value climate."

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## Government Frees \$718-Million for Highways

Washington — State highway departments have been handed an additional \$718-million dollars by the federal government to speed up highway construction. When matched with state funds, it means nearly \$1-billion additional will be available for purchase of steel, asphalt, equipment, engineering services, and other things needed to build the roads.

### Advance Payment

What the new money represents is the third quarter allocation to the states of their 1961 quota of federal highway money. but, instead of having to wait until next Jan. 1 for the new dole, Secy. of Commerce, Frederick H. Mueller has told the states they can start obligating the money immediately.

This is the second time in the past four months that advance highway money has been given to states.

Back in June, Secy. Mueller announced that states could use all of the first two quarters' money, some \$1.6-billion, as rapidly as possible.

Now, only four months later, the third quarter money has been released. All told, states were originally slated to receive some \$2.9-billion for federal-aid highway construction in this fiscal year. However, there is only some \$600-million left to be parcelled out during the spring months when highway construction is normally moving at a fast pace.

### Option

The speculation is that the yearly total may be increased sometime in the spring to keep construction moving.

States have the option of using the federal money on the 41,000-mile interstate network where they pay only 10% of the building costs against the federal government's 90% share. They can also use the money for construction of the so-called farm to market, primary, secondary, and urban roads. For these roads, states match the federal money on a 50-50 basis.

The reason given by Secy. Mueller for releasing the additional spending authority to the states is to "enable states that are in a position to do so to further expedite planning and construction work on the national system of interstate and defense highways."

States that will likely be using the new money first are New York, Illinois, Texas, Wisconsin, North Dakota, and Ohio says a Bureau of Public Roads official. Reason is: These are the states moving ahead the fastest in building the new highways under the federal highway plan.

### Many With Matching Trouble

Just now many of the other states will be able to speed up construction work even with the extra money is questionable. Some obviously will, but a large number of states have been finding it difficult to match the federal money as fast as Washington has been doling it out. Many states, for example, carried over large sums of unobligated federal allocations at the turn of the current fiscal year.

And, the Bureau of Public

Roads shies away from releasing an exact tally on just how much federal money is still held on the books by each state. For this reason, there is some hint that politics is a motivating force in dumping the extra federal money to states just before the November election.

### What the Candidates Say

Although the present Administration has repeatedly expressed satisfaction about the progress of the big federal-aid highway pro-

gram, a new president in January may call for changes. Democratic Candidate John F. Kennedy has said, "We have fallen behind in the construction schedule and should get back to it."

Republican candidate Richard M. Nixon, however, says the program has "progressed with good speed."

Next year, too, is generally heralded as the time for Congress to take a complete new look at the program with an eye to the future.

## Director of Great Lakes Commission Criticizes Lack of Development Funds

Erie, Pa.—Most Great Lakes ports are under-budgeted and under-staffed, Marvin Fast, executive director of the Great Lakes Commission, told a meeting of the Council of Lake Erie Ports.

He stressed the increased importance of proper facilities in view of the St. Lawrence Seaway. "Great progress has been made here," he said, "with only one exception—the securing of adequate depths." This was an obvious reference to the ambitious

Great Lakes dredging program now before Congress.

Fast commented favorably on the recommendation by Sen. Alexander Wiley (R.-Wis.) that the Dept. of Commerce begin a survey of ways to increase use of the Seaway. "It's in the national interest to permit the Seaway Development Corporation to promote the Seaway," he said, pointing out that while the Seaway "may present a partial threat," it actually is intended to create new traffic in general.



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# Foreign Perspective

OCT. 17-23

U. S. firms with overseas manufacturing subsidiaries may be heading for choppy waters both at home and abroad.

Toronto-based Acme Steel Co. of Canada, is appealing a Customs Bureau decision raising the valuation on steel strappings and metal seals which Acme exports to its American parent company.

Other companies have been hard hit by this decision since it became effective last February. The Bureau has been refusing to accept the "export value" of the products involved.

This "export value" is based on normal market prices, less certain deductions because in selling to their U. S. parent firms the foreign subsidiaries have none of their normal sales expenses. The bureau is now insisting on higher "export values."

The Canadian Manufacturers' Association has already complained to Ottawa and Washington. It is now calling a conference for all interested Canadian companies to draw up a new plan of attack.

Mexico City—Mexico has completed nationalization of all electric companies—most were foreign-owned—and is now eyeing the mining industry.

First to succumb to the "Mexicanization" drive is Penoles Co. (American Metal Climax), which is now in a "reorganization" (as the government calls it), aimed at giving 51% ownership to private Mexican capital. Once in Mexican hands, Penoles and other mining firms will be able to take advantage of a new tax benefit law in return for increased output.

Accra—Ghana, too, is reported to be toying with the idea of nationalizing its foreign mining interests.

Despite Prime Minister Kwame Nkrumah's heated denial of this, Britishers here are convinced that on the long-term, Ghana is headed for a socialist economy.

And the heat may be turned on foreign enterprise any time now if more extreme elements in the Ghana Government Party—the opposition party is pretty much behind bars—have their way.

Tokyo—Copper price tumbles around the world have had no effect in Japan, where a tight local market has kept wholesale prices firm at 39.5¢ lb.

NEW PRODUCTS — Hotel Wilson in Perpignan, France, has installed a solar water heating system capable of heating 1,000 gal. of water to between 50 and 75 C. The apparatus uses a system of insulators which absorbs 3,500 to 4,500 calories/sq. meter.

FOREIGN FARES—TIN was the only bright spot in dull London Metal Exchange trading last week, with SPOT TIN climbing £6½ to £806½ on news of delayed arrivals from Malaya. . . TIN FUTURES were also in the black for £2½, reaching an even £800. . . SPOT COPPER eased £¼ to £224¾, apparently catching its breath after the historic tumble of the previous week. . . And despite announcements of production curtailments from Rhodesia, COPPER FUTURES also dropped £½, dipping to £226½. . . LEAD was another a victim of the general pessimism in non-ferrous metals, dipping £2¼ to £66, while LEAD FUTURES fell £1½ to £67½. . . ZINC was a surprising gainer, picking up £¾ to 87¼. . . ZINC FUTURES gained £⅛, closing at £87 at midweek.

The European Steel Market—especially Belgium—was weakened considerably last week as a number of American mills began releasing some of their unused production on the continent. While prices here remained steady, most mills took the two-to-four month delivery tag off hot and cold rolled sheet, selling at \$145/metric ton and "down to \$160/metric ton," respectively.

Also available on an immediate delivery basis were 5.5 mm. WIRE RODS at \$110/metric ton and galvanized sheet at \$160/metric ton. Still on the two-to-four month schedule, however, were REINFORCING BARS at \$94-\$95/metric ton; STRIP at \$110-\$111/metric ton; HEAVY PLATE at \$101-\$103/metric ton; MEDIUM PLATE at \$113-\$115/metric ton; and SHIP PLATE at \$115-\$118/metric ton.

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## Foreign News in Brief

### New Export Quotas Set

**Tokyo** — The Federation of Japan Sewing Machine Exports Associations has imposed the first export quota on zigzag sewing machines.

The quota, which became effective Oct. 1, will limit shipments to the U.S. to 100,000 units during the October-to-December period of this year.

### ATA Launches Big Program

**Haifa** — ATA Textile Co., Israel's largest cotton textile firm, has launched a \$3.5-million expansion program to increase its production and improve product quality.

The program is also aimed at making ATA products "more suitable for exports" by switching over to finer counts of yarn and finer types of fabrics.

### Refiners Boost Output

**Tokyo** — Four Japanese refiners have started plans to increase aluminum production capacity to 527,000 tons, or five times more than current levels, by 1970.

The four firms are Mitsubishi Chemical, Japan Light Metals, Showa Denko, and Sumitomo Chemical. The capacity increases are subject to approval by the official Ministry for International Trade and Industry.

### Bayer Plans Expansion

**Bonn** — Farbenfabriken Bayer has announced plans to expand its production capacity for several types of synthetic rubber.

In addition to lifting capacity of Perbunan-C to 25,000 tons/year, the company will begin commercial production of polybutadiene and polyisoprene with newly developed stereo-specific catalyst systems.

Bayer has also started pilot production on a new urethane elastomere, called Urepan-E, which will be offered commercially by the end of this year.

### Nicaragua Okays Pact

**San Salvador** — A fourth Central American nation, Nicaragua, has ratified the five-nation common market program to establish a 20% preferential tariff wall around the isthmus.

With Guatemala, El Salvador, and Honduras already signed up, only Costa Rica remains unsigned in the world's newest common market.

### Phillips Opens Wire Plant

**Woodside, N. S.** — Phillips Electrical Co., of Brookville, Ont., has opened Canada's newest wire and cable plant.

The \$600,000 facility, designed to be expanded to four times its present size, will turn out cables for each of the major segments of the electrical industry, including transmission and distribution cables, service entrance and building cables, and cables for telephones and other forms of communication.

### Record Starts Production

**Montreal** — Record Chemical Co. has started production of refined naphthalene with minimum boiling point of 79C in a new plant extension here.

Company officials say the facility, billed as Canada's first for upgrading of refined naphthalene, will make the country self-sufficient for the manufacture of insecticides, tanning agents, dyestuff intermediates, pharmaceuticals, and plasticizers. Record Chemical has made substantial quantities of their output available for export.

### CIL Buys Two Firms

**Vancouver, B. C.** — Canadian Industries Ltd. has purchased two major plastics producers here, R. D. Cattermole, Ltd., and M and D Industries Ltd.

CIL, Canada's first producer of polyethylene resins, will operate the acquisition under their present names. Cattermole is a converter of flexible film, while

M and D is the province's only extruder of polyethylene film.

### Group Business Good

**Los Angeles** — The group charter business as a money-making sideline for the air carrier industry will rack up \$50-million in revenue this year on transatlantic flights.

That's the prediction of John L. Higgins, vice-president-sales of the Flying Tiger Line, who said his company will expand its activity in the group charter field to keep pace with the burgeoning growth of this market.

Higgins said a full fleet of 1049-H Super Constellations

would be in operation in the spring and summer months of 1961, providing the "greatest capacity" in the line's business history.

### New Mill Opens

**Lancaster, N. B.** — Kimberly-Clark Canada, Ltd., has opened a manufacturing and converting mill here, the second manufacturing and fourth converting mill the company has built in this country.

The mill will supply the company's St. Hyacinthe, Que., converting plant and produce creped wadding for its own use. Current output is 50 tons/day.

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# P/W School for Strategists

**T**his is the second session in SCHOOL FOR STRATEGISTS' course in how to use the Theory of Games of Strategy in business decisions. These games were prepared by a P. W. consultant, John M. Owen. *Your object is to lick a very smart competitor in man-to-man intellectual combat.* By employing certain new mathematical concepts—herewith reduced to a quick set of rules—you can achieve your objective handily.

To understand how Games of Strategy are played and solved, first concentrate on the following concrete example:

## SAMPLE PROBLEM

Two competing companies—Arnold Corp. and Byerson Corp.—want to bid on a contract. They are such bitter rivals that they will thwart each other at the drop of a hat; in fact, each even thinks of the other fellow's losses as his own gains. Here is their situation:

- If Arnold bids and Byerson does not, Arnold will lose \$2,000.
  - If both bid, Arnold thinks he can gain \$1,000.
  - If neither bids, Arnold thinks he's \$3,000 better off than Byerson.
  - If Byerson bids, and Arnold does not, Arnold figures he's \$2,000 ahead.
- What should Arnold do?

## HOW TO SOLVE THE SAMPLE PROBLEM

1. Let's concentrate on just one of the opponents for a starter—Arnold. Sort his possible moves into two logical groups: 1) What happens if he bids, and 2) what happens if he doesn't. This is what you get:

	Dollar Value of Move to Arnold
Arnold bids, Byerson doesn't	-\$2,000
Arnold bids, so does Byerson	\$1,000
Arnold doesn't bid, neither does Byerson	\$3,000
Arnold doesn't bid, Byerson does	\$2,000

2. Now put the dollar value of each move in a little box (called matrix) so you can inspect the situation visually. You want to solve it from Arnold's point of view, so write Arnold's moves at the left. Like this:

Arnold Bids	-\$2,000	\$1,000
Arnold Doesn't	\$3,000	\$2,000

Incidentally, whatever Arnold does is the counterpart of what Byerson does (since there are only two players), so the box above really could be amplified like this:

	Byerson Doesn't	Byerson Bids
Arnold Bids	-\$2,000	1,000
Arnold Doesn't	\$3,000	\$2,000

3. Find the lowest value in each horizontal series, and the highest value in each vertical series. Here's what you get:

	Byerson Doesn't	Byerson Bids	
Arnold Bids	-\$2,000	\$1,000	-\$2,000
Arnold Doesn't	\$3,000	\$2,000	\$2,000*
	\$3,000	\$2,000*	

4. Note that the figure \$2,000—starred for visibility—is common to both horizontal and vertical series. **THIS FIGURE IS THE STRATEGIC SOLUTION TO THE PROBLEM.** To put it another way: Arnold should *not* bid, and Byerson should. *This is the sanest settlement for both.*

Now try the following two problems, using the above technique:

## PRODUCT DEVELOPMENT GAME

The Van Wyck and Cassidy companies are close competitors for an industrial market. Each company is considering coming out with the Philotron, a gadget which seems to have a strong market potential. However, the Philotron still needs expensive development and testing before it is ready for production. Here is what both are up against:

- If the Cassidy company comes out with the product, and Van Wyck does not, Cassidy will improve its share of the market and damage Van Wyck's. This outcome would be valued as a \$50,000 gain for Cassidy and a \$50,000 loss to Van Wyck which has been slipping for some time now, and needs the Philotron.
- If the Van Wyck company developed the new item, and Cassidy did not, Van Wyck would continue to increase its share of the market at the expense of Cassidy—this would be worth \$20,000 to Van Wyck or —\$20,000 to Cassidy.
- If both companies invested in product development for the Philotron, the Van Wyck organization could deploy its extensive marketing organization to good advantage, and would probably be able to freeze out Cassidy. This would convert most of Cassidy's initial investment into a dead loss, and permanently weaken Cassidy's competitive strength. This would be valued as a gain of \$70,000 by Van Wyck and as a loss of \$70,000 to Cassidy.
- If neither company develops the product, then zero profits and losses are registered by the two competitors.

Here are the strategies as they appear to the V. P. Marketing for Van Wyck:

	Dollar Value of Move to VW
Van Wyck develops the Philotron, so does Cassidy	+\$70,000
Van Wyck develops the Philotron, Cassidy doesn't	+\$20,000
Van Wyck doesn't develop the Philotron, Cassidy does	-\$50,000
Van Wyck doesn't develop the Philotron, neither does Cassidy	\$0

Now using game theory and the matrix below, what would you do as the Van Wyck vice president?

	Cassidy	
	I. Develops	II. Doesn't
I. Develops		
Van Wyck		
II. Doesn't		

## THE TRADE SHOW GAME

The Stegman and Wiley companies are manufacturers of electrical household appliances. Wiley long had been the dominant producer in this field until the Stegman Company had a change in ownership some five years ago. Since then a combination of aggressive marketing policies and several opportune mergers has made the Stegman organization a dangerous contender.

The annual dealers' convention has, traditionally, met at Ashton, Pa., home city of Wiley. But Stegman is seriously considering a cash subsidy of \$200,000 to the convention to attract it to Stegman's stamping ground.

The Wiley company is deeply disturbed to hear of this maneuver, as the loss of the convention would be a serious blow to its prestige. Wiley management considers that it could only budget a \$150,000 subsidy to keep the convention in Ashton. The Wiley Company is currently short of cash and can't match the Stegman \$200,000 subsidy.

The dealers' convention committee is meeting next Thursday, and both companies must decide whether to offer a subsidy at that time.

- If Wiley offers a subsidy and Stegman does not, Wiley keeps the convention, at the cost of a subsidy. This is considered to have a value of zero to both companies.

- If neither company offers a subsidy, Wiley keeps the convention at no cost to itself—a value of 3 to Wiley.

- If Stegman bids, and Wiley does not, Wiley loses the convention, suffering a serious loss to its prestige. This outcome would be considered by Wiley company as a loss of -4.

- If both companies bid, Stegman wins and Wiley's low bank balance would be spotlighted. This outcome has a value of -8 to Wiley.

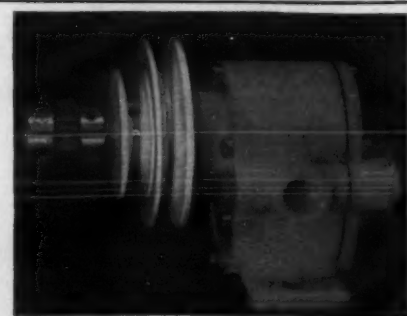
Here's how the strategies should appear to you as the Wiley Sales Promotion Manager:

	Prestige Value to Wiley
Wiley makes a bid so does Stegman	-8
Wiley makes a bid, Stegman does not	0
Wiley doesn't bid, Stegman does	-4
Wiley doesn't bid, neither does Stegman	+3

Here's the payoff box:

	Stegman	
	I. Bids	II. Doesn't
I. Bids		
Wiley		
II. Doesn't		

(Answers to both games on page 46.)



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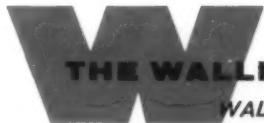
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# Profitable Reading For P.A.'s

## New Books

**Electronic Computers and Their Business Applications**, by A. J. Burton and R. G. Mills. Distributed by International Publications Service, 507 Fifth Ave., New York 17, N. Y., 325 pages. Price: \$1.25.

This book shows the business executive what is involved in the use of large-scale electronic digital computers in business applications.

The authors take a step-by-step approach—introducing the electronic computer and electronic data processing, the staff needed for the computing department, a complete breakdown on typical business applications, and more. Computing applications studied include: payroll, sales accounting, insurance, inventory control, etc.

Comprehensive appendices and a host of illustrations make this book an invaluable aid in applying electronic computers to any business.

**How to Use Adding and Calculating Machines**, by Arthur L. Walker, J. Kenneth Roach, and J. Marshall Hanna. Published by McGraw-Hill Publishing Co., 330 W. 42nd St., New York 36, N. Y., 250 pages. Price: \$2.96.

This book is designed to instruct the readers in the operating principles and applications of the full keyboard adding machine, ten-key adding machine, rotary calculator, and the key-driven calculator.

Working from the simple to the complex, it details practical applications and provides exercises which cumulatively review the work covered in each chapter.

Each lesson is made up of six parts—the problem, testing your knowledge, improving your skill, office assignments, supplementary problems, and timed progress checks—all designed to help those in your company operate these machines with speed and efficiency.

## From the Manufacturer

### Control Instruments

Discusses pressure gages, thermometers and control instruments, including indicating controllers, valve positioner and pilot options, recorders, chemical attachments, etc. Gives dimensions, accuracies, construction features, and suggested uses. Bulletin 3020 (6 pages). *United States Gauge Div., American Machine and Metals, Inc., Sellersville, Pa.*

### Stapling Equipment

Contains data on company's complete line of automatic stapling and tacking equipment. Includes description of latest air-operated tools, on-the-job photos, etc. (32) pages. *Fastener Corp., 3702 River Road, Franklin Park, Ill.*

### Instrumentation Tubing

Gives basic facts about all types of small-diameter tubing

for instrument applications, such as thermometer bulb, capillary, fire detection, torque, bellows, etc. Applications, required characteristics, size range, tolerances, tempers, etc. are all discussed. Bulletin No. 380 (12 pages). *Superior Tube Co., 1856 Germantown Ave., Norristown, Pa.*

### Flexible Shafts

Simplifies selection of flexible shafts through three alternates—standard flexible shafts, pre-engineered flexible shafts, and

custom-designed flexible shafts. Describes their advantages, function, uses of adapters, and other accessories (89 pages). Dept. P, S. S. White Industrial Div., 10 East 40th St., New York 16, N. Y.

### Electromagnetic Drives

Discusses company's electromagnetic drives for conveyors, fan and pumps, metal slitting and forming machines, etc. Describes how these drives work, what they include, where used, mechanical features, optional operating functions, and more. Booklet B-7875 (12 pages). *Westinghouse Electric Corp.,*

P. O. Box 2099, Pittsburgh 30, Pa.

### Motor Starters

Describes company's line of manual motor starters for fractional and integral-hp. motors to 7½ hp. Shows dimensions, construction features, prices, heater selection tables, etc. Bulletin GEA-6358C (12 pages). *General Electric Co., Schenectady 5, N. Y.*

### Speed Reducers

Discusses company's line of parallel shaft speed reducers. Gives thermal and mechanical hp. rat-

ings for each input and output speed, dimensions, actual ratios, etc. Book 2719 (36 pages). *Link-Belt Co., Dept. PR, Prudential Plaza, Chicago 1, Ill.*

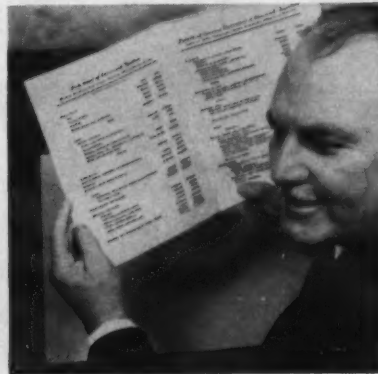
### Hacksaws

Discusses selection and use of hacksaw and band saw blades for cutting of ferrous and nonferrous metals, hard plastics, rubber, wood, etc. Includes hints on use and care of blades, and also discusses blade speeds and widths, feed pressures, blade tension, types of blades, and more. (34 pages). *Nicholson File Co., Waterman Ave., East Providence, Rhode Island.*

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Graphicopy labels are big and bold. Clean white cartons open easily, close snugly. Re-use them for filing, storage.





NAPA District 1 council meeting brought together national directors in San Diego. Present were (seated, l-r): L. M. Farr, Allison Steel Mfg., Arizona Assn.; R. H. Chase, Shell Development, Northern Calif. Assn.; K. A. Schmitz; E. J. Bartells, Dist. 1 v.p.; G. B. Affleck, former NAPA pres.; R. R. Van Sant, City of San Diego, San Diego Assn.; (standing) W. L. Emmertson, Salt Lake Refining, Utah Assn.; C. S. Perkins, Los Angeles Assn.; H. G. Russell, Bellevue Public Schools, Wash. Assn.; W. W. Brown, Hawaii Assn.; C. V. Pearce, Osborne Electronics, Oregon Assn.; R. W. Brick, exec. sec.-treas., Los Angeles Assn.

### This Changing Purchasing Profession . . .

Pittsburgh—Two purchasing executives have been transferred and two purchasing men elevated to top posts at Koppers Co., Inc.

P. D. Shollar, vice president-procurement, and W. F. Alexander, director of procurement,



P. D. SHOLLAR

W. F. ALEXANDER

have been shifted to the office of the president, where they work on special assignments. Their combined experience with the firm totals some 75 years.

J. D. Rice has been made director of procurement and Alfred



J. D. RICE

A. E. JONES

E. Jones succeeds him as assistant director of procurement.

Rice is a member of the board of directors of the Pittsburgh Assn. of Purchasing Agents. Jones had been manager of the plastics and chemicals and dyestuffs section, procurement department.

Norman R. Gallaway has been appointed manager of the crude oil purchasing office, Imperial Oil Ltd., in Calgary. He succeeds M. J. Hoffman, who transferred to Toronto as management assistant in the company's transportation and supply department.

R. C. Schmidt has replaced D. J. Stein as director of purchasing and traffic, Cooper Tire & Rubber Co., Findlay, Ohio. Stein, who has been forced by a recent illness to limit his activities, continues with the firm as assistant purchasing agent.

Harvey Fisher joined Automatic Retailers of America, Inc., as director of purchasing for the midwest-east region. He will be headquartered at the Automatic Merchandising Co., Div., Chicago.

Edward R. Shando was named purchasing agent for Santa Clara County, Calif.

D. Barry Reardon was promoted to general purchasing agent at Reeves Soundcraft Corp., Danbury, Conn., succeeding



D. B. REARDON

GUY BONHAM

ing Guy Bonham. Bonham becomes special projects procurement manager, responsible for specialized procurement in connection with new products and other projects of a development nature.

Paul Reemsnyder was appointed purchasing agent for the Rockford, Ill., plant of J. I. Case Co. He had been with National Can Corp., Chicago.

Martin W. Oetting has been advanced to vice president in charge of purchasing, Farm Crest Bakeries, Inc., Detroit.

### Obituaries

H. E. Hildebrandt, 49, director of purchases for Nutting Truck & Castor Co., Fairbault, Minn., died Sept. 29. He was a former president of the Twin City Assn. of Purchasing Agents.

## INVESTMENT CASTINGS



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**in any quantity--production or prototype**

Arwood's casting facilities enable us to cast parts that range from a fraction of an ounce up to 100 pounds. You now have a single source for small and large castings. It's just another good reason for doing business with Arwood.

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## In the World of Sales

**J. F. Miller** has been named eastern area account executive manager, **Motorola Communications & Electronics, Inc.**, Fair Lawn, N. J. **Hoyt Stout** succeeds Miller as regional sales manager in West Va. and Pennsylvania with headquarters in Pittsburgh. **W. R. Corwin** replaces Stout as regional sales manager in the New Jersey, Delaware, and Southeastern Pennsylvania territory.

**George C. Stephens** was appointed distributor sales manager of the Wisconsin, Minnesota, and Iowa district, **Parker-Hannifin Corp.**

**Charles K. Watson** became sales and merchandising manager, **Fibers Div., Beaunit Mills, Inc.**, Elizabethton, Tenn. **James C. Fortune** continues in charge of sales, advertising, and promotion of Bemberg yarns, New York, and **Richard I. DeVine** as sales manager of all viscose yarns for tires, industrial purposes, and general textile uses, New York.

**William M. Adler** has been elected manager of sales, **National Alloy Div., Blaw-Knox Co.**, Pittsburgh.

**Kenneth W. Miller** has been advanced to assistant manager, ceramic sales, **Brush Beryllium Co.**, Cleveland.

**George E. Gilliam** has been named regional sales manager, **CompuDyne Corp.**, Hatboro, Pa.

**Richard D. Hitt** has been promoted to eastern sales manager, **General Logistics Div., Aeroquip Corp.**, Jackson, Mich.

**Wallace E. Anderson**, formerly of Brown & Sharpe Mfg. Co. has joined **Cosa Corp.**, New York, as vice president and general sales manager.

**Selden M. Spencer** was named manager of the St. Louis bag plant and sales division, **Bemis Bro. Bag Co.** Spencer replaces **Philip C. McGrath** who, until his retirement next Jan. 1, will be a special assistant to the director of sales.

**Robert Miller** has been appointed sales manager, **Cornell Cables Inc.**, Cleveland.

**Anthony Easton** was assigned the new post of director of international sales, **Westrex Corp.**, New York.

**Graham H. Milner** has been promoted to merchandising manager, Miami-Carey products, **Philip Carey Mfg. Co.**, Middletown, Ohio.

**Roland D. Baker**, formerly with American Standard, Washington, D. C., has been named sales manager, **Heat Exchanger Div., R. P. Adams Co., Inc.**, Kenmore, N.Y.

**James H. Joyner** was elevated to manager, Hawaiian sales, **H. K. Porter Co., Inc.**, Honolulu.

**Westi Hansen** has taken the post of Charlotte, N.C. district manager, **Industrial Products Div., Goodyear Tire & Rubber Co.**

**Frank M. McGinley** succeeds **Albert C. Maynard** as Los Angeles district manager, **United-Carr Fastener Corp.**

**George M. Russell** has been named eastern regional manager and Washington representative, **Elgin Micronics, a division of the Elgin National Watch Co.**, Elgin, Ill.

**Charles L. Bates** has been appointed general sales manager, **Annin Co. Div., Worthington Corp.**, Los Angeles. Bates was

formerly with **Mason-Neilan**, Norwood, Mass.

**Robert M. Carey** was named sales manager, **Metal Bellows Corp.**, Wellesley Hills, Mass.

**Gene P. Robers** joined the **Thermoid Div., H. K. Porter Co., Inc.**, Pittsburgh as general sales manager. Robers had been with **Carter Carburetor Div., ACF Industries**, St. Louis.

**Russell E. Bowditch** has taken the post of vice president-market-

ing, **Transval Electronics Corp.**, El Segundo, Calif. He was previously with **Northrop Corp.**, Beverly Hills, Calif.

**Albert L. Munsell** and **S. J. Cartier** have been named general sales manager and industrial sales manager, respectively, **Formica Corp.**, Cincinnati.

**A. H. Westburg, Jr.**, has been assigned the new post of special assistant to **R. R. Williamson**, director of military sales, **Librascope Div., General Precision, Inc.**, Glendale, Calif.

**Edward C. Spal, Sr.** succeeds **Charles M. Holnback** as general

manager, **Seaboard Pacific Div., Associated Spring Corp.**, Gardena, Calif. **Troy L. Sorensen** replaces Spal as sales manager of the firm's **Gibson Div.** at Mattoon, Ill.

**Everett T. Gilmour** has been appointed to the new post of eastern sales manager, **Permatex Co., Inc.**, Huntington Station, N.Y.

**Donald A. Sayles** has joined **Packaged Electronics Div., Amphenol-Borg Electronics Corp.**, Broadview, Ill., as sales manager. Sayles was previously with **Richardson Co.**, Melrose Park, Ill.

# Laminated plastics available

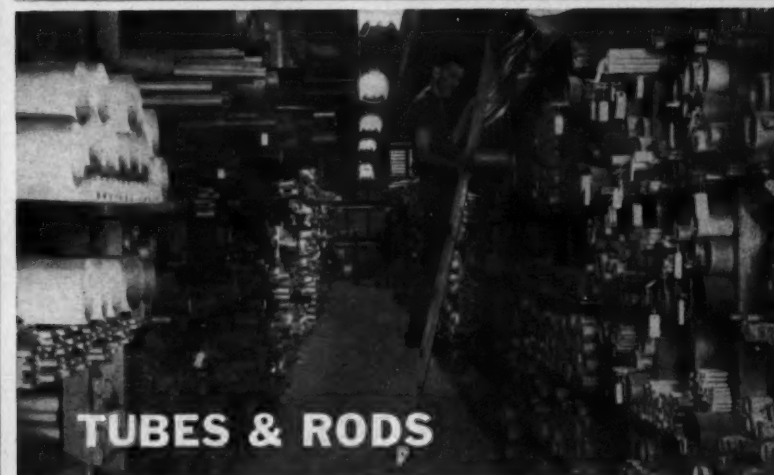
## now from stock

# SHEETS RODS TUBES

## SYNTHANE

CORPORATION S OAKS, PENNA.

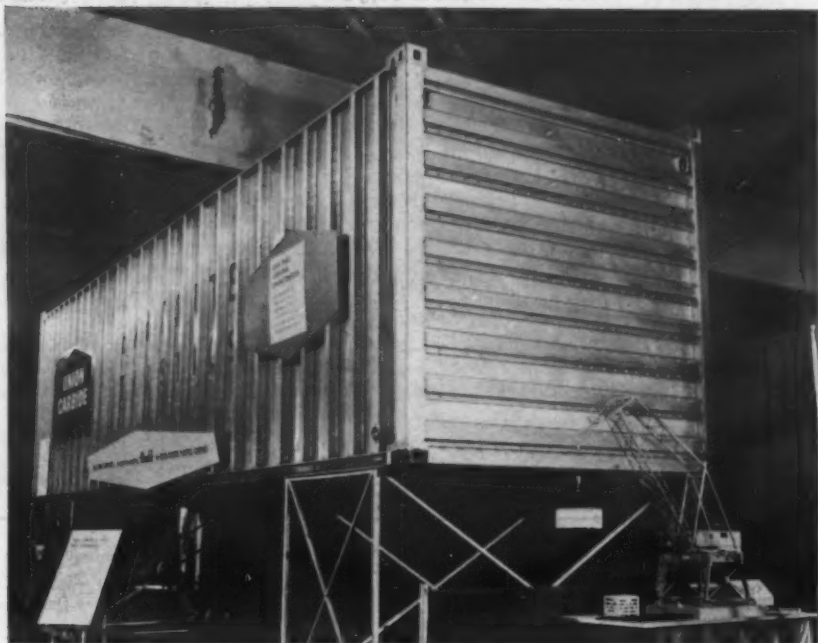
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Molded-laminated • Molded-macerated



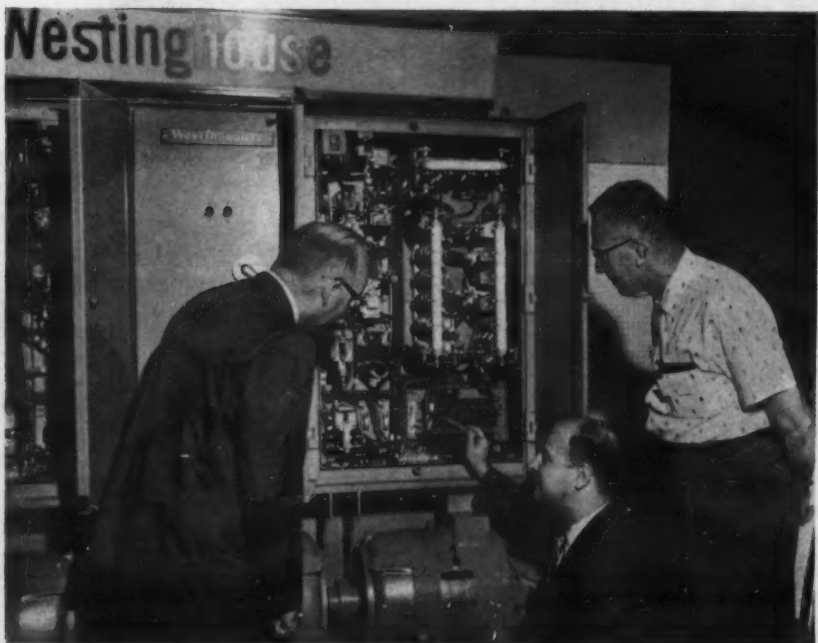
Wide assortment of grades and sizes of Synthane sheets, rods and tubes, ready for immediate pick-up or delivery.

Call Synthane Corporation, Oaks, Pa.  
Glendale 2-2211, TWX-Valley Forge 735-U





**SPECIAL CONTAINERS** were typified by this piece of equipment, first of 850 that the Budd Co. is constructing for Union Carbide to ship dry chemicals in powdered form. The 50,000-lb. capacity box is loaded through roof hatch, unloaded through bottom openings at one end.



**BETTER CONTROLS** were emphasized by Westinghouse and General Electric in cargo winch drives. Here, circuitry is checked by J. J. Conomos, of Westinghouse's D.C. motor engineering dept. (C), C. H. Storey, Jr., system control engineering (L), and a company engineer.



**EASIER YARD HANDLING** for industrial shippers is the aim of removable leg units offered by Morhaul division of Moore-Handley. Division Mgr. Luther Doty shows how leg, cranked to vertical position, can be adjusted to terrain by holes-and-pin combination.

## Cargo Handling Show Emphasizes:

# How the Carriers Fight for Y

**O**ne of the last frontiers of cost maneuverability open to the P. A. is in the field of transportation. Here, in the movement of product and materials, the purchasing agent can effect dramatic savings.

The entire field is alive with change. Rail and truck mergers, incentive rates, new modes of transport such as piggyback, fishyback, and tandem trucking—all are opening up new opportunities for the P. A. to chalk up savings.

Some of the biggest of these opportunities are to be found in cargo handling. As the illustrations on this page show, manufacturers of cargo handling equipment are stressing new designs that cut down waste space and speed handling.

The scene of this photo report by PURCHASING WEEK is Pier 1 in lower New York City. The occasion: the first annual Cargo Handling Exposition, under the sponsorship of the U. S. Merchant Marine Academy. On one of the oldest docks on New York's waterfront, the latest in trucks, containers, and materials handling equipment was exhibited with a view to catching the eye of the shipper, preferably one with a kingsize problem.

### Stress on Interchangeability

Container shipping devices took most of the spotlight at the show—and here the stress was on interchangeability. Strick and Fruehauf, for example, showed off new 40-foot tandem axle trailer-containers which can be separated into two 20-foot units for interchange between road, rail and steamship operations. Fruehauf, which has named its unit the "Twin 20's", showed how the containers are coupled at the center by four locking devices at the top and bottom corners, curb and roadside. "Breaking and joining" of the two units is accomplished via adjustable and removable underconstructions and two-speed square leg supports.

In rail operation, the containers can be loaded onto any flat car by roll-on, roll-off, overhead crane or forklift truck. In fishyback operations, they would be lifted by crane from their bogies, chassis, or rail cars at dockside to the decks and holds of cargo vessels.

Strick's counterpart is called the "Strick-tainer." By demonstration, Strick showed how one man can, in four minutes, load the integrated system as truck trailers on highway wheel or on load sidings as a containerized 85-foot boxcar.

Still another interchangeable container system was demonstrated by Moore-Handley. Introduced two years ago, the Morhaul system now includes such refinements as the removable leg units (see picture at bottom left) introduced at the exposition. This innovation, which facilitates loading and unloading in the yard, shows how far manufacturers will



**INCREASED CAPACITY**, aimed at carrying greater volume of cargo at lower shipper costs, was demonstrated at the exposition. Example: These two 20-foot containers carried tandem can be easily uncoupled. Other devices for increasing the pay load were also shown.



# For Your Transportation Dollar

go to take the kinks out of cargo handling at shipping and receiving points.

The Morhaul system itself consists of a cargo container and a truck or trailer chassis equipped with a hydraulic lifting device. Retractable leg supports on the container holds it off the ground until the trailer backs under it and, using its hydraulic lift, raises the container. The retractable legs are then released and secured in four slots on the body of the container, and the hydraulic lift lowers the container to the truck chassis. Truck and container then operate as a single unit vehicle.

The operation can be performed by the driver alone.

Increased payloads, of course, are always a prime consideration for shippers. Seatrain showed how the use of a "load binder" instead of a pin connection between container and chassis increased weight capacity by 4,000 lb. (see picture at right center). The "Travelift," also by Seatrain, accommodates supplementary loads via huge lifting tongues spanning the container. Newest engineering device: a jointed lifting frame between the two tongues that will adjust to handling on uneven terrain.

Seatrain also offered a stowing device, newly engineered for speedier alignment (see picture bottom right).

## Sea Cargo Handled in Many Ways

Handling of seagoing cargo was covered from many angles: deck machinery, stevedoring trucks, cargo nets, cranes.

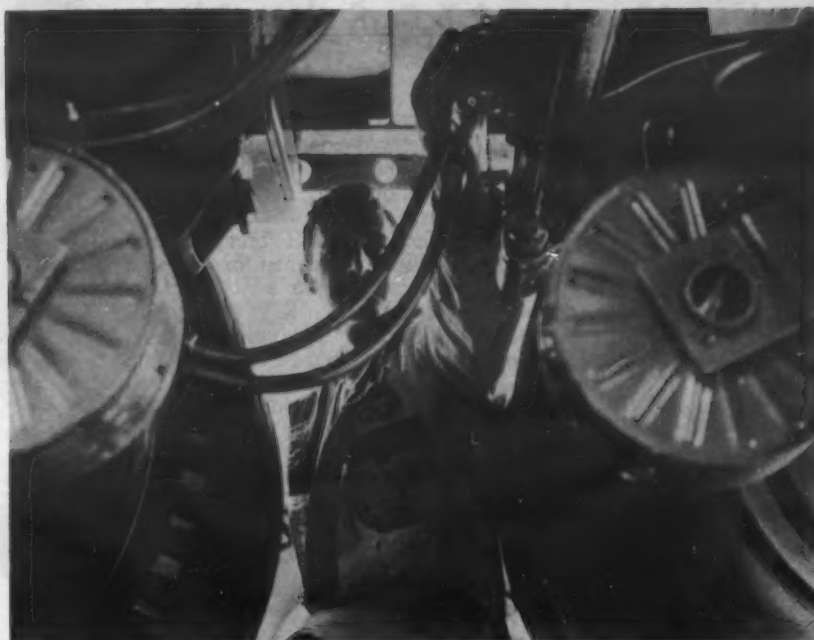
Some highlights:

- Colby Steel & Manufacturing demonstrated (in miniature) the operation of its German-engineered luffing crane. This device, which proved its worth last year at the port of Charleston, is now in operation in Seattle and is slated for use next year by the Bureau of Yards and Docks, Washington, D. C.

- Westinghouse and General Electric each showed the latest in cargo winch drives. Minimum space and weight and improved circuitry were emphasized by both companies.

Most of these cargo handling developments are aimed primarily at the trucking industry, but rail, water, and air cargo carriers are coming up with their own improvements in containerization.

Many inland barge lines, for example, are already in the process of planning and constructing container vessels. Air cargo lines are investing huge sums in the development of containers that can be interchangeable among the various transport modes. And the nation's railroads, looking for ways to cut their own as well as shipper costs, are finding improved containerization is one of the best ways to attain their goals and thus win back business lost to other modes.



**INTERCHANGEABILITY** was highlighted by trailer-container systems permitting rapid, flexible changeover. Here, air hoses are disconnected as first step in uncoupling tandem-axle "Strick-tainers." Fruehauf and Morhaul also showed systems for rapid interchanging.



**HEAVIER HAULS** are obtained by new "load binder" on this Seatrain chassis which locks to bottom of container. Four binders enable Seatrain to cut chassis width from full 8 ft. to 40 in. Narrower width increases support in the center, boosting cargo weight by two tons.



**GIGANTISM** in cargo handling, aimed at larger equipment to produce lower costs, is underscored by this "Dinosaur"—developed in a modern trucking, not prehistoric, time. This device, designed to carry larger containers, is constructed with an eye to easier unloading.



**FASTER ALIGNMENT** of container and chassis to speed up yard operations was illustrated by this stowing device on front of Seatrain chassis. As container descends, pin (in circle) on container acts as a guide, moving down trough of stowing device until box is centered.



## Trailer Carries I-T-E Sales Pitch To P.A.'s Front Door in 48 States

Philadelphia — I-T-E Circuit Breaker Co. has launched a campaign on wheels to push sales of its newly-designed 4160-volt switchgear.

Involved in the "door-to-door" sales drive is a demonstration trailer which will carry the company's message to P.A.'s in public utility, industrial, and contracting firms in 48 states.

### Two-Hour Demonstrations

Demonstrations, which I-T-E officials predict will be attended by 5 to 15 persons at each stop, will last two hours. The meetings will include showing of an 18-minute sound film, a complete demonstration of the equipment, and a question-and-answer period.

Arranged in meeting room style, the interior of the trailer is outfitted with 18 chairs, a film projector, screen, back-lighted transparencies of the equipment's components, and an actual circuit breaker and switchboard. The air-conditioned trailer also has its own generator, as well as coffee and cold-drink dispensers.

Launching of the sales drive marks the company's complete redesign of its switchgear equipment.

Incorporated in the new model are closed-door, horizontal draw-

out; stored energy closing; ironless blowout coil, a type of arc extinction; and new safety features.

The 4160-volt breakers and switchgear, designed for one-man maintenance, are used primarily by electric utilities at power generation and distribution stations. They are also used for switching, control, and protection of electrical equipment by industrial plants and various types of commercial buildings.



SALES PITCH ON WHEELS: P.A.'s file into I-T-E trailer for two-hour show of switchgear equipment.



AIR-CONDITIONED INTERIOR: In board-room comfort buyers can study gear, sip coffee, ask questions.

## Raytheon Develops Tube To Print Three Pictures Within Just One Second

Newton, Mass.—A new electrostatic printer tube that can print three news pictures from electronic signals in one second has been developed by Raytheon's Industrial Components Div.

At the same time, the company announced development of another high-speed tube that can translate electronic signals into printed words at the rate of 20,000 characters/sec., or more than 10,000 lines of computer output data a minute.

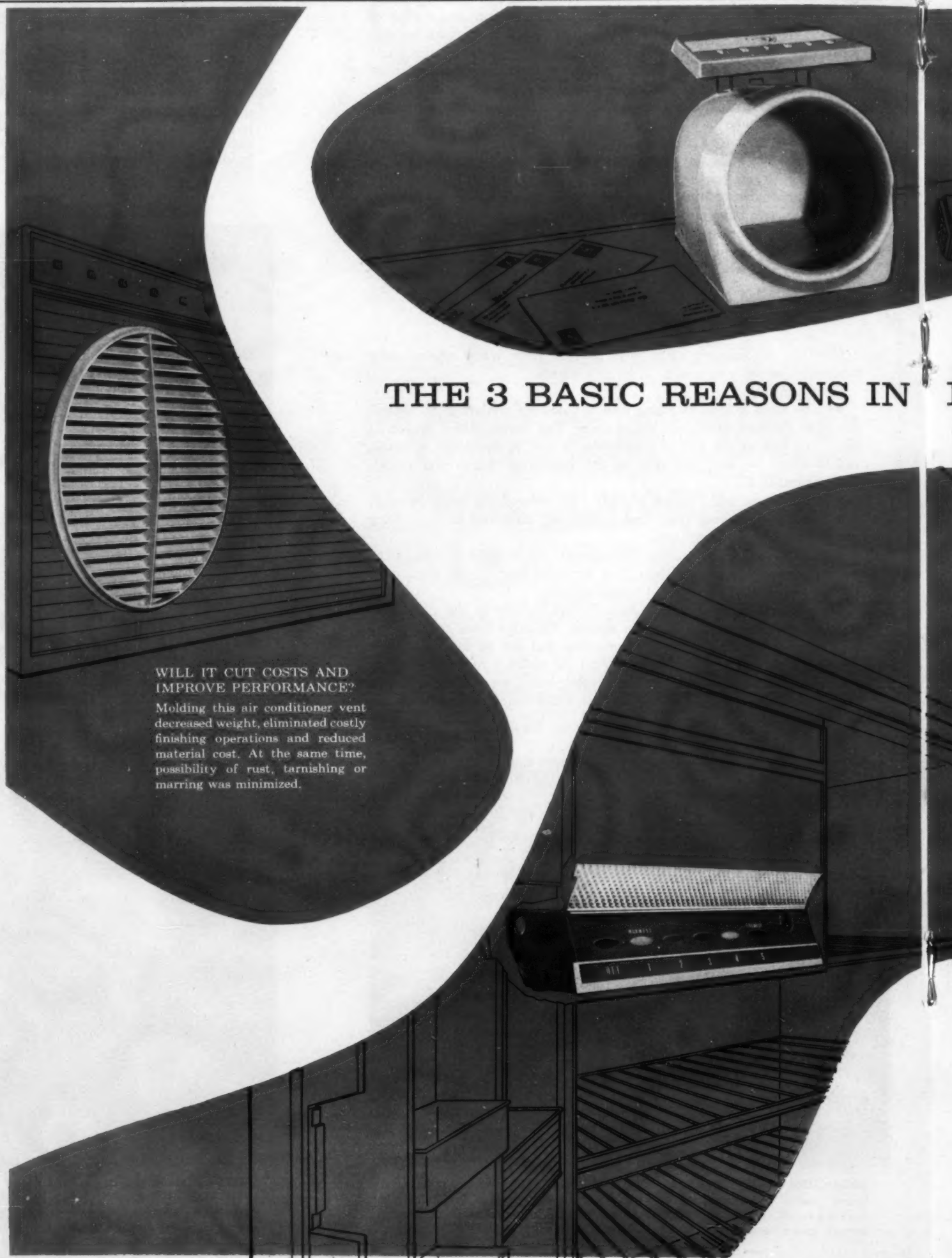
Both tubes, which come in two models each, resemble flattened cathode ray tubes with wire matrices across their faces.

### Addressing Speedup

Two models of one tube—QV130 and QV131—are designed for use in addressing machines—to do label and short copy printing from information stored on tapes. The tubes make possible the printing of 2-million different labels in 8 hours—about 8 times the speed of conventional processing.

The other two tubes—QV132 and QV133—can print electronically stored or transmitted data on full-page sheets for use in operations that are geographically separated from a home office control or data center. For example, bank statements, waybills, bills of lading, detailed handwritten records and photos of people receiving merchandise or cashing checks can be transmitted instantaneously between offices.

All four of the Raytheon tubes use a medium persistence green fluorescence and have magnetic deflections and focusing. Deflection angle is 40 deg. Tubes are available to customers' specifications within 60 days.



## THE 3 BASIC REASONS IN

### WILL IT CUT COSTS AND IMPROVE PERFORMANCE?

Molding this air conditioner vent decreased weight, eliminated costly finishing operations and reduced material cost. At the same time, possibility of rust, tarnishing or marring was minimized.



## Follow-Up: Letters and Comments

### Postage Meter

Cincinnati, Ohio

In your Oct. 3 issue, page 38, you have an article covering a "tiny" postage meter by Tele-Norm Corp. ("Tiny Postage Meter Is Unveiled").

Please advise us of their address.

C. V. Grimm  
Purchasing Agent  
Pollak Steel Co.

• It is: 55 West 42nd St.,  
New York, N. Y.

### Internal Controls

Detroit, Mich.

As chairman of the Education and Research Committee of the American Production and Inventory Control Society, Detroit Chapter, I find the article "How Good Are Your Internal Controls?" published in your Aug. 29 issue (p. 20) very interesting and helpful.

I would appreciate your permission to reproduce and distribute this informative article to

the 1,500 members of our national organization.

L. Sassone

Administrative Assistant to the Director of Purchases Continental Aviation & Engineering Corp.

• You have our permission

Send your letters to: "Follow-Up," PURCHASING WEEK,  
330 West 42nd St., New York  
36, N. Y.

## Meetings You May Want to Attend

### First Listing

Material Handling Institute Central States Show—Fair & Exposition Center, Louisville, Ky., No. 8-10.

Northwest Petroleum Association—Annual Convention & Trade Show, Nicollet Hotel, Minneapolis, Jan. 18-19, 1961.

Plant Maintenance & Engineering Show—International Amphitheatre, Chicago, Jan. 23-26, 1961.

### Previously Listed

#### OCTOBER

National Institute of Governmental Purchasing—15th Annual Conference and Products Exhibit, Hotel Shoreham, Washington, D. C., Oct. 23-26.

National Electrical Contractors Association—1960 Annual Convention, Las Vegas Convention Center, Las Vegas, Nev., Oct. 23-27.

National Business Show—Coliseum, New York, Oct. 24-28.

11th Annual Conference on Standards—American Standards Association, Sheraton-Atlantic Hotel, New York, Oct. 25-27.

Chemical Buyers Group of NAPA—Fall Conference, Pick Congress Hotel, Chicago, Oct. 26-27.

American Institute of Electrical Engineers Exhibition—Bellevue-Stratford Hotel, Philadelphia, Oct. 26-28.

14th Annual Automatic Vending Convention & Exhibit—Exhibition Hall and Fontainebleau Hotel, Miami Beach, Oct. 28-Nov. 2.

#### NOVEMBER

National Business Equipment Exposition—Memorial Sports Arena, Los Angeles, Nov. 1-4.

12th Annual Serv-A-Show & Industrial Exhibit—Toledo Civic Auditorium, Toledo, Ohio, November 2-4.

National Technical Conference & Exhibit—American Production & Inventory Control Society, Sheraton-Cadillac Hotel, Detroit, Nov. 2-4.

Air Conditioning & Refrigeration Institute Exposition—Convention Hall, Atlantic City, Nov. 2-5.

Materials Handling Institute's Central States Show—Kentucky Fair & Exposition Center, Louisville, Ky., Nov. 8-10.

First National Die Casting Exposition & Congress—Detroit Artillery Armory, Detroit, Mich., Nov. 8-11.

National Hotel Exposition—Coliseum, New York, Nov. 14-17.

Western Tool Show & Semi-Annual Convention—American Society of Tool Engineers, Ambassador Hotel and Los Angeles Sports Arena, Los Angeles, Nov. 14-18.

Office Buyers Conference—NAPA Office Buyers Group, The University Club, Boston, Mass., Nov. 16-17.

International Automation Exposition & Congress—Trade Show Building, New York, Nov. 6-20.

Electrical & Home Appliance Show—Electrical Building, Balboa Park, San Diego, Calif., Nov. 25-30.

24th National Exposition of Power & Mechanical Engineering—Coliseum, New York, Nov. 28-Dec. 2.

#### DECEMBER

Fleet Maintenance Exposition—Private Truck Council of America, Inc., Coliseum, New York, Dec. 5-8.

Atomfair West—1st West Coast Nuclear Industrial Exposition, Mark Hopkins & Fairmont Hotels, San Francisco, Dec. 12-15.

WILL IT IMPROVE PERFORMANCE AT NO MORE COST?

The re-design and custom-molding of this postal scale in high-impact plastics improved appearance and gained customer acceptance that was immediately reflected in increased sales.

# custom molded plastics

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"Without exception, the adoption of plastic parts over previously used materials is decided only if it makes possible a ① reduction in price, with the same quality; or ② an improvement in quality, with the price remaining constant; or ③ a reduction in price and an improvement in quality at the same time."\*

Plastics are measuring up to these demands—in the skillful hands of the custom molder. Well-known as a mass producer of molded parts and products, the custom molder is much more. He knows the design limits of the many plastics. He can recommend the best formulation for the job. He can engineer the design to capitalize on the inherent advantages of plastics materials and the efficiencies of plastics manufacturing. He builds the master molds to fine tolerances. He turns out plastics parts with unusually consistent quality, at rates to meet the tightest schedules and budgets.

Monsanto, as a leading plastics materials supplier, keeps the custom molder supplied with molding formulations of Monsanto Polyethylene, Lustrex® Styrene, and Opalon® Vinyl, specially developed and constantly perfected to meet the widening range of design requirements. Monsanto has also prepared a special report that can help you decide how custom-molded plastics can work best for you. For your free copy, mail the coupon.

\*As reported by a leading newspaper. Reprints on request.



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TEACHING P.A.'S TO SPEND: Armour purchasing chief C.V. Short opens seminar designed to teach buyers to spend \$100-million a year wisely.

## Companies Begin Molding Education

The modern P.A. must be better informed than his predecessor, both for his own professional advancement and for the sake of his company.

More and more firms—caught in a squeeze between competition, and tighter profit margins—are beginning to recognize this and are tailoring educational programs specifically for their purchasing staffs.

These programs generally are as diversified as the companies

themselves, but beneath the surface they have a number of things in common (see box).

Armour & Co. and Librascope Inc., a division of General Precision Equip. Corp., are examples of firms that use different approaches to their training programs but have this underlying pattern of similarities.

Librascope's educational program stemmed from the company's explosive growth during the past 18 months. In this time, the Los Angeles-based electronics

firm added millions in sales and purchases—and many new purchasing executives.

Armour is an old, established firm. Its educational program grew from the company's push for modernization and diversification into fields outside the cyclical packing industry.

Chad M. Brown, chief purchasing agent for Librascope, said his company regarded its educational program "as a means of increasing the fruitful interchange of ideas both within and without the Librascope organization."

### Evening Courses

One source of ideas outside the company is local college evening courses. Librascope pays the tuition for evening courses related to the purchasing profession.

Special purchasing courses, given by Arthur Pearson (Chairman of the Education Committee for the Los Angeles Purchasing Agents Assn.), provide a second source of ideas. These courses often are tied in directly with Librascope plant methods and provide application for purchasing principles within the company's plant.

For example, after quality control was discussed in class, one of Librascope's quality control engineers lectured on how standards developed within the company.

### More Advanced Buying

Last year's 18-week purchasing course treated the general aspects of procurement functions. Twenty-five P.A.'s took the course two nights a week. This year's course, which started Sept. 20, deals with more advanced case studies.

For this advanced class Pearson relies heavily on round-table discussions of three or four cases each class. Homework, notebooks, and complete documentation and justification of case decisions are required.

Specific topics for an analysis include: the relationship between the engineer and the purchaser, modification of specifications by the vendor and the buyer, areas of assistance to the buyer, policy, and negotiations. The course will end up with a study of typical contracts and an evaluation of purchasing requirements.

### A 50-50 Deal

Librascope pays for the course, but it doesn't consider the employee's time in class as time on the job. Thus it's a 50-50 deal between company and student.

"The benefits derived from further training in the procurement profession more than offset the cost of the program to the company," Cowan says. Because of this, Librascope plans even more advanced courses for the next (third) year of the program.

The P.A. education program at Armour & Co., Chicago, is called "Operation Bootstrap."

"Bootstrap" is not only a study course. C. V. Short, Armour's director of purchases, defines it as a program that "encourages reading, membership in local purchasing associations, and professional interests."

"We want our men to become aware of the magazines devoted to purchasing and to read the articles in those magazines. We

MODERN EQUIPMENT PRODUCES

*Quality Aluminum*



Inside QSM's new cast house the most advanced equipment and metallurgical techniques have been combined to produce aluminum alloy rolling ingots of exceptional quality.

For productive efficiency two custom-built Swindell-Dressler melting furnaces have been set up with two companion holding furnaces in tandem. Molten metal is transferred directly from melting to holding furnaces after the industry's most modern fluxing has been completed.

As a final assurance of top quality, the melt is held in a "tranquil bath" until filtered at a controlled rate through glass cloth screening into the molds.

The resulting ingots will meet QSM's exacting standards and insure you of quality aluminum sheet and coil.



QUAKER STATE METALS CO. • LANCASTER, PA.

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Mill Producers of Aluminum Sheet and Coil





# Programs to P. A. Needs | Armco Earmarks \$95-Million for Expansion

want them to think of themselves as professional men," he says.

To really understand "Bootstrap," says Short, you must realize that although Armour is 93 years old, it has adopted a new management philosophy that is modernizing and upgrading many functions including purchasing. The Armour program works in this new philosophy, yet retains Armour policies and procedures that have been developed over the years.

## Started in Summer

The program started this summer with a two-day purchasing seminar in Chicago. Fifty of Armour's purchasing managers (as the company calls them) attended, some coming from Armour's divisions around the country. Thirty topics were on the programs, along with talks by top management representatives who presented the broad corporate view.

"Right now, and for a long time to come," says Short, "we will confine ourselves strictly to purchasing problems before getting into broader subjects such as finance and general production problems."

Regional and national seminars

## Most Training Programs Follow This Pattern

- Are well planned and have a stated purpose.
- Are phased to get more "high-powered" as they go along.
- Are tailor-made to company needs, budget and personnel.
- Are supported, in some measure, by company funds.
- Use qualified instructors and authorities from outside the company.
- Rely on company officials to tie the program directly in with plant operations and company policies.
- Expose the P.A. to a better understanding of other plant departments.
- Incorporate new techniques and ideas developed throughout the industry.
- Stress reading and self-development.
- Encourage discussion and group development.

are used to prevent regional personnel from losing sight of the whole Armour picture. This is especially important during the de-centralization of the company's diversified operations.

## Workshop Meetings

Regional meetings are conducted on a work-shop basis. Preparations for the national meeting will be at the top of the regional agenda. These sessions are usually attended by less than 10 purchasers.

Armour's P. A. - newsletter brings professional methods and ideas to local purchasers. This monthly publication is divided into two sections. One section presents correspondence from Armour's purchasing personnel. The other is usually a reprint of an article that bears upon Armour's purchasing problems and goals.

Two Armour buyers select the articles. In this way, the company hopes to encourage reading and to make purchasing agents aware of the purchasing profession as a whole.

The newsletter, which reaches about 150 people, has enabled Armour to familiarize its purchasers with such concepts as value analysis, economic order quantity, etc. It also provides stimulating communication up and down the channels for the purchasing division.

Middletown, Ohio—Armco Steel Corp. has embarked on a \$95-million construction program aimed at increasing production efficiency and broadening the firm's product lines.

Major new facilities will be built at Armco's plants at Ashland, Ky., and Houston, Tex. Company president Logan T. Johnston said the program was another step in Armco's \$341-million, five-year improvement plan.

Pointing out that projects valued at \$101-million already

were under construction, he called the program "our vote of confidence in both the future of steel and the economic outlook for the nation."

Major projects in the \$95-million program include new processing and finishing facilities at the Ashland works of the company's Armco division and a new combination slab and 160-in. plate mill at the Houston works of the Sheffield Division.

At the Ashland works, the added processing and finishing facilities will permit greater

utilization of the full capacity of the plant's hot strip mill, Johnston said. Armco will have improved ability to satisfy its customers' needs for high quality plates and hot-rolled sheets, he said.

Addition of the combination mill at the Houston works will enable Armco to produce wider and heavier plates for the rapidly growing plate market of the Southwest and Gulf Coast areas. By handling larger slabs, the mill will contribute substantially to improved efficiency.

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PW-10



## Ilo Car Shunter Enables One Man To Move a 100-Ton Railroad Car

**Pittsburgh**—Moving a 100-ton railway car is only a oneman job, with the aid of a device demonstrated last week by Rockwell Mfg. Co.

The device, called the Ilo Car Shunter, was developed by Ilo-Werke GmbH. of West Germany, a division of Rockwell.

Its features:

- A flanged rubber drive wheel keeps it on the track automatically, providing high surface torque from a 6-hp engine.

- Three forward speeds regulated by a dial.

- Gripper teeth on tire make it portable over rail points, switches and ties.

- An engagement clamp, which can be wound against the corner of the car by means of a high-ratio jack screw, makes coupling and uncoupling unnecessary.

The device is operated by handle midway between control handles. Handle bars swivel 90 degrees either side of center to permit greater accessibility to cars.

A gear change wheel on the left handle controls the forward speeds and neutral position. A special gear lock on the wheel enables it to swivel the handle bar.

A sand spreader forward of the wheel releases sand from a box to coat icy or slippery rails. The Sand release level also is located on left handle.

A track mounted brake shoe can be spotted ahead of the car to stop it at the desired point. Cars can be gradually slowed down or released at coupling speed.

### Advantages

Advantages claimed for the Car Shunter include:

- Loading or unloading through only one door, eliminating the need for multiple "spots."

- Easy movement of a car which was left in the wrong place.

## Marine Carriers Urged To Back Containerization

**New York**—Push for containerization, a management consultant urged marine shipping executives.

F. S. Macomber, partner in A. T. Kearney & Co., said "marine carriers must scrap your traditional concepts that what the land carrier does is none of your business, and become promoters of the container as a door-to-door freight handling device."

Macomber said truck lines and railroads "are not yet fully aware of the advantages in moving van size containers of various lengths on chassis and skeleton flat cars as compared to conventional highway movement and piggybacking of trailers."

He said a special freight train, using lightweight flat cars and containers, could save as much as one million ton miles per day in dead weight compared to conventional piggyback trains.

Macomber spoke at a meeting of the International Cargo Handling Coordination Assn.

- Reduction of switching charges.

- Reduction of idle periods when loading or unloading crews are waiting for switching.

- Cutting "re-handling" expense due to temporary storing of product while waiting for empty cars to become available.

Ford Motor Co., Wolverine Tube, U. S. Steel, and several military installations were reported to have Ilo Car Shunters already in operation.

**HUMAN SWITCH ENGINE:** Ilo Car Shunter (shown above) enables one man to move a 100-ton railway car with ease. Developed by Ilo Werke, GmbH. of West Germany, a division of Rockwell Mfg. Co., Pittsburgh, the device has three forward speeds, can move over switches and ties without difficulty. Clamp permits quick attachment to railway cars. Advantages of Car Shunter include savings in time and money by eliminating switch engine.



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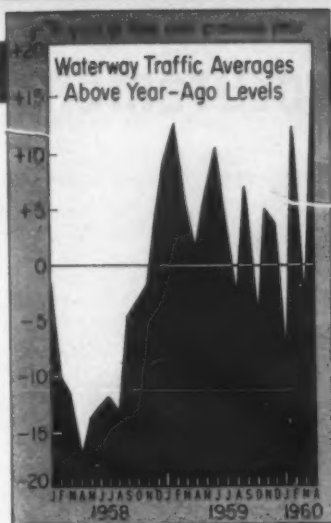


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## P/W TRANSPORTATION MEMOS

**LEGAL BLOC ON LEASING:** Shippers are nervously pondering whether the Justice Department's move against Ryder Truck Lines leasing operations spells trouble for traffic departments.

The federal government has charged that the firm's acquisition of 30 leasing companies violates the anti-trust laws, specifically the section of the Clayton Act dealing with lessening of competition.

Ryder officials responded that the civil action would not affect its nationwide multi-million-dollar trucking operations.

**Shippers are troubled on two points:** Regardless of the outcome, the suit may blow the rental boom which, in many cases has brought faster service, lower rates and better use of capital. Secondly, a breakup of the leasing network may cause a raft of rescheduling, delivery and possibly rate problems.

Ryder was not the first leasing firm to draw the fire of the

trust busters. Last June, Hertz Corp. agreed to a consent order to divest itself of some leasing holdings in the New York City area.

**CONTAINER DECISION:** The Interstate Commerce Commission has dealt a blow to general commodity carriers hoping to use flexible containers for bulk shipment to eliminate "dead head" runs.

ICC Commission Examiner Leo M. Pellerzi has found that motor carriers using "special equipment" need special authority. He said, "Ordinarily trailers equipped with carrier-owned collapsible containers which are securely attached to the vehicle when offered for transportation, filled and emptied while attached to the vehicle, may NOT be operated by general commodity carriers."

However, he found that truckers "may transport commodities

in bulk when tendered to them and delivered to the consignee in collapsible containers without regard to ownership of the containers, their size or type."

But when such commodities are transported in these containers and delivered by the carrier through a hose or similar device, they constitute unauthorized bulk transportation and should be discontinued, he said.

**STRIKE CALL:** The Lighter Captains' Union, Local 996 of ILA, has called a strike against eight railroads in the Port of New York for Oct. 21.

However, it is doubtful that the strike will take place on that date because the Federal Mediation Board is expected to intervene under the procedure of the Railway Labor Act, postponing the strike at least an additional 30 days.

The union represents works on barges and cargo lighters used by the railroads to ferry imports and export shipments between rail terminals and piers.

**WATCH YOUR WEIGHT:** Dunnage weight can land you in hot water with ICC. A lumber shipper has been hit with a \$1,000 fine for falsely claiming dunnage weight. Dunnage (materials used to protect freight) weight is allowed without charge.

**NEW RATE CHARGES:** Shippers of L.C.L. quantities are boiling over new railroad pickup and delivery charges up to 60¢ cwt in cities where no such charges existed previously.

What makes the shippers mad is that the move, to go into effect Oct. 24, caught them off guard, with little advance notice to file objections.

**TEST GERMAN DIESELS:** The Southern Pacific has ordered two Krauss-Maffei diesel hydraulic locomotives for testing and evaluation in heavy duty freight service.

The German unit eliminates electric drive common to U.S. locomotives and uses instead a hydraulic transmission. If tests are successful, similar units could be produced by U.S. manufacturers.

**RATES UP, PROBE OFF:** The ICC has turned down a request by New England Motor Rate Bureau to investigate class rates and minimum charges in the New England area. However, the commission did authorize a 10% increase in the area.



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# AETRON Creates a Business Out of Specialized Procurement

**Los Angeles**—How would you deliver the goods if you were suddenly called upon to buy something outside your regular line—something with which you were completely unfamiliar?

Suppose, for example, your firm came up with a government contract that included sophisticated Space Age equipment, or some little-known chemicals with mumbo-jumbo names, or a raft of complex electronic gear that only a Steinmetz could understand. How could you make sure you were buying exactly the right thing—and getting the best buy for your money?

You'd probably have only a few outs. You could:

• Go through the expensive and time-consuming process of developing technical savvy and

new vendor contacts for yourself and your staff.

• Turn to an outfit that makes buying its business.

One such organization as the latter is the Materiel Division of AETRON, a part of Aerojet General Corp., Los Angeles.

AETRON will buy almost anything you need for you. And crash programs are right down its alley.

Most of AETRON's work is done for the government or for government contractors, but the company has been expanding its procurement service for private industry.

Last year, the division negotiated and awarded 2,705 purchase orders for a total dollar value of more than \$33.3-million. Of this, some \$2-million was done for private industry on a

fixed price or cost-plus-fixed-fee basis.

Because of its background, AETRON, under the leadership of B. F. Rose, Jr., specializes in work connected with architectural-engineering-electronic design, fabrication, and construction management services. This was its original function when it was formed to serve the Aerojet General family.

Its job was to work out complete programs with design groups and to take on specific assignments within those groups. Efforts were not confined to procurement activities, but applied also to acquiring a technical understanding of a given project and in acquainting engineering personnel with the procurement aspects of the project.

These projects consist of rocket-engine test and manufacturing facilities, rocket launchers, process plants, propellant production facilities, instrumentation and control systems, and a host of other highly-specialized jobs in a wide variety of applications.

## Not Limited to Defense

However, they aren't limited to defense industries; they've done instrumentation for industrial plant, designed warehouses, and office buildings among other things.

Procurement activities include solicitation of bids for contractual items, evaluation of the bids from both technical and financial viewpoints, actual ordering of the material, expediting delivery, paying suppliers' invoices, and handling all agency payments, warranties, and guarantees.

Procurement jobs include construction-type purchase orders issued to general contractors, associated equipment suppliers, and hardware for construction "packages" or "turnkey" projects.

Other purchasing has been done in the fields of instrumentation and electronics, ranging from small components to large and complex data processing systems, associated mechanical equipment, spare parts, and the providing of technical assistance relative to operation and training.

## P.A.'s Are Engineers

These tough technical jobs mean that engineering training is as essential as purchasing training to purchasing agents. Buyers usually have an engineering background or were engineering undergraduates with business administration and contract administration training. A number have had experience in general construction or electronics administration.

One of the buyers is a former chief inspector at an electronics firm; another is a former manager of a construction company; a third was a buyer for a prime contractor for Atomic Energy Commission and also had many years of experience in movie purchasing. Experience is the keyword; buyers in major subcontract work are at least 35 years old and generally have been with the company five years or more.

The Materiel Division includes 26 people including office help. Ten work on major subcontracts, including nine buyers and one supervisor. They've placed orders ranging from \$50,000 to \$1-million. The purchasing and outside



**AETRON OFFICIALS MAP MOVES:** (l-r) W. H. Yetter, P. A., major subcontract group; D. W. Derby, P. A., purchasing & outside production sec.; H. R. Smith, admin. to mgr.; R. V. Balch, mgr., Materiel Division.

production section has six people. They procure volume and in-stock items in support of the Fabrication Division and outside customers.

The Materiel Division operates as a direct-labor charge unit on a budget. Thus, procurement cost is only charged to jobs where purchasing is involved. On a job where design is the only function, there would be no overhead charge for procurement, ordinarily the case if the purchasing department was an overhead function.

Here's how it would work, according to R. V. Balch, manager of the Materiel Division, on an electronic test facility for missile work, or for a chemical process industry construction and control project.

AETRON would first survey your problem, and the Materiel Division would make a proposal for contract procurement services. If you buy their services, an AETRON team steps in.

For a typical electronic and instrumentation job, the AETRON staff would include two electronic engineers, two subcontract buyers with engineering

backgrounds, one expeditor and one man in the field to coordinate physical delivery of purchased material to the site, plus necessary stenographic and clerical support activities.

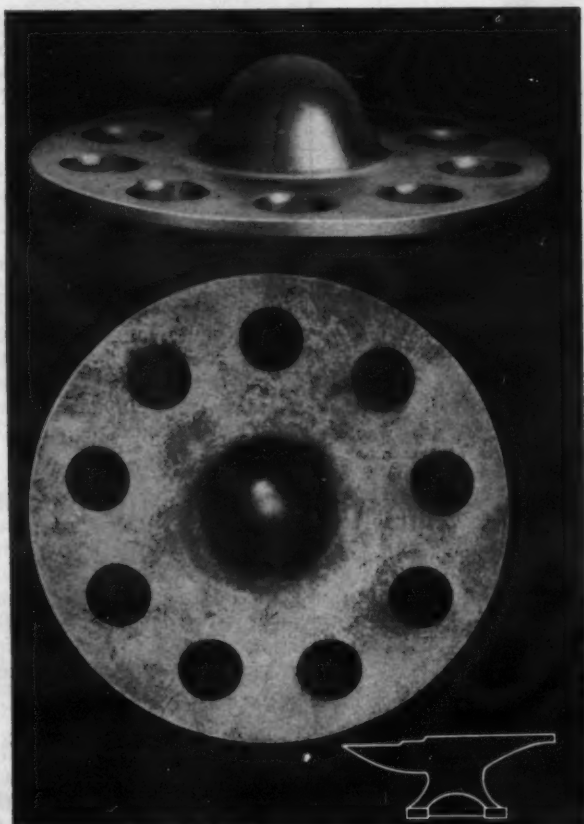
The electronic engineers are provided from AETRON engineering personnel and would be qualified in the evaluation of technical requirements of the job. One of the engineers captains the team.

The buyers have engineering backgrounds and the man in the field would have an electronic engineering background.

The subcontract buyers initiate requests for quotations or proposals, evaluate them, award contracts, maintain follow-up and expediting, effect deliveries, and obtain your appraisal, as the customer for the work. The engineers coordinate and review all actions to assure compliance with specifications and satisfactory performance.

AETRON boasts that it can complete a rush job for a client even before the client could set up his own specialized purchasing staff if he tried to do the job on his own.

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## Oil Industry to Seek Clarification of Quotas

**Washington**—The oil industry is expected to ask for clarification of legal and business details of the Interior Dept.'s new plan for regulating imports of residual fuel oil to the East Coast.

The industry generally finds no objection to the principle of the new plan, designed to prevent concentration of residual fuel oil supplies in the hands of a few major oil companies.

However, industry sources are frankly dismayed at the legal complications, vague wording, and possible bookkeeping costs of the new program.

Last week, the Interior Dept. asked for industry comments on the plan to be filed by Oct. 27, after which a decision will be made on revision of the program. The changes, if adopted would require White House approval and a revised executive order by the President.

Government oil policy-makers hope the new program, if adopted, will assure adequate supplies of the fuel oil to consumers during the winter months, when the residual oil is in great seasonal demand for burning.

In recent months, some industrial consumers and others have accused major oil companies with large importing quotas for residual fuel oil of creating artificial shortages and selling only to preferred customers. The situation also has been marked by fluctuations in price, with heavy price-discounting by some companies in what have been described as "raids" on customers of suppliers with lower import allocations.

The new plan, which will allow more companies to import fuel oil and will re-distribute existing allocations, was designed to put an end to the price and supply troubles of the fuel oil market. Whether the proposed changes will accomplish this goal, oil companies and government officials are not yet sure.

Main features of the proposed rule changes are:

- Residual fuel oil import allocations in Oil Dist. I—the East Coast—will be granted to firms

with deepwater terminal facilities which sell the fuel and also use their terminals for storage and handling of imported or domestic fuel oil which they have purchased. The result is expected to be the addition of about 12 large terminal operators to the list of importers, currently restricted to companies which had fuel oil imports in the base year 1957.

- New formulas have been devised for redistribution of existing import allocations, the effect being to take some barrelage from a

few large companies which have had the lion's share of imports and give larger allocations to other companies which imported little in 1957 but increased imports markedly in later years.

The new proposals are not expected to have much effect on the total amount of fuel oil authorized for import into the U.S. during each quarter. The present authorization for imports into oil Dist. I-IV—all of the continental U.S. except for the West Coast—is 415,000 barrels a day.

## Esso Develops Oil Injection Process For Use in Blast Furnace Operations

**New York**—Esso Research and Engineering Co., scientific affiliate of Standard Oil of New Jersey, has come up with a blast furnace injection system using heavy oil along with heated air.

Petroleum, which serves as part of the source of heat and of the "reducing" gases, is said to increase blast furnace capacity and decrease production costs.

The company sees the fuel injection and control system as one of the key aspects of its oil ap-

plication method. Since blast furnaces "stay on the line" for as long as eight continuous years, the system must be designed so that it can be installed in large furnaces without interruption.

Esso put into operation a power plant simulating the blast furnace area most critical to oil injection. A unit of this system was installed and tested in a hot-operating large-scale furnace with "complete success," the company said.



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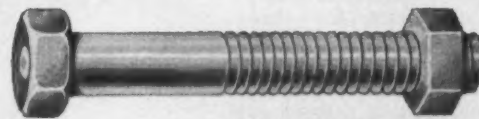
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### Luckenbach Cuts Service

**New York** — Luckenbach Steamship Co. will drop Portland, Seattle, and Boston as ports of call for its intercoastal service beginning Nov. 1.

The cutbacks in service were ordered to curb financial losses directly traced to extended sailing schedules. The firm's seven ships will call at Philadelphia, Port Newark, and Brooklyn on the East Coast. On the West Coast they will call at Los Angeles, San Francisco, Oakland, Stockton and Alameda. Sailing will now be on a 12-day schedule.

### Buyer's Guide

**San Francisco**—The first edition of an overseas buyers' guide to suppliers in the San Francisco area has been published by the city's Chamber of Commerce.

The Overseas Buyers' Guide includes more than 1,500 local firms actively engaged in international trade, along with a list of their products available for sale to overseas customers.



## Grand Rapids P.A. Association Gets Briefing on Bissell Purchasing Policy

**Grand Rapids, Mich.**—The purchasing department's one object is to contribute the maximum amount of profits for its company.

John D. Bissell, director of purchases, Bissell Inc., emphasized this goal on a visit by Grand Rapids Purchasing Agent Assn. members to the firm's plant.

Bissell's purchasing department has management recognition and its performance in the past year has justified this recognition, Bissell told the group. "Our direct contributions to profits have been more than 5% of our gross purchases, which, in turn, are 38% of our gross sales."

However, he added, purchasing's contributions have been even broader. "Through our vendors we have assisted in the engineering of new production methods and new products which are revolutionary new materials and methods."

The accent here, Bissell said, is on creative buyership, which he defined as "the art of manipulating vendor selective principles to earn profits. These evaluative principles are: quality, reliable delivery, service, price, proximity."

He singled out delegation of authority as one of the most important problems in purchasing management. "I delegate all buying authority," he said. "My buyers are free to purchase from vendors contrary to my advice. When they get into trouble with those vendors I'll help them out."

"You see," Bissell explained, "I believe strongly that buying is an executive and not a clerical function, and that buyers left free to make their own decisions will improve upon my and our previous performance."

Following along the profit theme, William N. Anderson, senior buyer at Bissell, Inc., explained to the Grand Rapids group their value analysis approach.

### Past NAPA Chief Urges Rigid Economic Discipline

**Denver**—Dollars and cents are not the only consideration in foreign buying, Gordon Burt Affleck, past NAPA president, told members of the Denver Purchasing Agents Assn.

Affleck, who heads world-wide purchasing operations for the Church of Jesus Christ of Latter Day Saints, advised Denver P.A.'s "to recognize the constant need to encourage and assist the more economical production of goods in our own country."

The stern discipline which has enabled many foreign countries to balance their national budgets and cut taxes, he said, is a provocative challenge to our own country. America, Affleck added, may well compare some of these examples with recent inflationary trends that priced the country out of markets in so many areas.

C. W. Manning, Denver Assn. president, announced the group will hold its first purchasing workshop Oct. 28 at the University of Denver. He is supervising arrangement with the assistance of a committee headed by Tom Childress, purchasing agent, Rockmont Envelop Co.

Anderson reported that "ideas for the change usually come through the purchasing department through salesmen or vendor suggestions or the buyers' own ideas." Recommendations are submitted to the director of purchases for evaluation and then to the product committee for ultimate changes.

He also outlined for the visiting P.A.'s the company's purchasing department organization and major commodities purchased.



**DURING PLANT TOUR** at Bissell, Inc., John Bissell (2nd from right), dir. of pur., stops to explain machine operation to John Vander Veen, v.p., and Homer Barber, pres., of the Grand Rapids Purchasing Agents Assn.

### New Chairman for Dist. 8

**New York**—District 8 of the NAPA and District 3 each has a new committee chairman.

J. Dukehart Chesney, Huyck Felt Co., Rensselaer, N. Y., becomes head of the District 8 public relations committee.

Arthur E. Belter, Hotpoint Div., General Electric Co., Milwaukee, is the new district 3 VASCO chairman. William G. East, Monsanto Chemical Co., St. Louis, former chairman, assumes the post of vice chairman. East asked to be relieved of chairman responsibility because of a recent promotion and increase in assignments with his own company.

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What about his time?

What about cost of lamps?





SERAPE WELCOME greets Paisley Boney, NAPA pres., and G. H. Ahl, exec. sec.-treas. Lineup includes (l-r): Mrs. Ahl; Ahl; Edgar Chew, El Paso Assn. pres.; Boney; Mrs. Boney; Robt. Redman, El Paso, nat. dir.

## Boney Predicts Business Pickup by Mid-1961

El Paso, Tex.—Reports ranging from the state of the nation's business to the possibilities of space travel drew the attention of over 500 P.A.'s who turned out for the 14th Annual Southwest Purchasing Conference.

Business will pick up in mid-1961, NAPA President Paisley Boney, J. P. Stevens & Co., Greensboro, N. C., predicted. "This increase in business activity will be based generally on the population explosion in the United States and the rest of the world," he said.

As far as the present state of business is concerned, Boney said, "There are too many pressures, too many political factors. You just can't figure it out."

The challenge of doing business in today's competitive market, he advised, is "making sterner demands on the purchasing agent and creating problems he has never had to face in the past. Consequently it is vital that purchasing executives spend an increased amount of time broadening their educational background."

Boney said national figures showed that company purchases accounted on the average for more than half the sales dollar, overshadowing even wages. Thus, in a period of shrinking profits, the purchaser must be able to preserve every possible dollar he said.

Another speaker, Dr. Harold Schultz, Weapons Systems, Engineering Department, Westinghouse Electric Corp., Baltimore, said space travel was near.

"I have no doubt human beings will get into space in the next 10 or 15 years," Dr. Schultz said. However, he warned, "The Russians possibly will get there first. They have a tightly controlled press, and we don't know what they are doing."

### Other Speakers

Other speakers included W. C. Adamek, American Electric Co., Wichita, dist. 2 vice president, who stressed the P.A.'s contribution to profits. Adamek said purchasing men buy about 75% of everything purchased and that the annual amount runs into many billions of dollars.

G. W. Howard Ahl, executive secretary-treasurer, NAPA, discussed the association's new educational program.

The two-day program also included reports by G. E. Brooke, E. I. Du Pont de Nemours & Co., Inc., Orange, Tex., chairman of the dist. 2 professional development committee; Edwin Ruthven, Jr., Republic National Bank of Dallas, public relations chairman, for the district, and K. A. Cruise, Bendix Aviation Corp., Kansas City, national chairman, VASCO committee. Former dist. 2 vice president, 1959-60, Fred D. Bradley, Southern Union Gas Co., Dallas, received the H. M. Cosgrove Memorial Award as the man who had done the most for purchasing in the district. The district voted to hold next year's conference in Dallas, Oct. 5-6.

# of Lighting analysis can show

- where the money really goes
- how you can really cut expenses

### HOW TO FIGURE YOUR TOTAL COST OF LIGHTING (TCL)

(Calculations shown here are based on the average 7500-hour operating life of a standard Sylvania 40 CW lamp which requires 46 watts of power including ballast.)

	National average per lamp	Put your costs here
1. Net cost per lamp (at average discount of 35%)	\$ .81	
2. Power cost per lamp based on average industrial rate of 1.5¢ KWH (watts × 7500 hours ÷ 1000 = KWH)	5.18	
3. Maintenance cost per lamp (one cleaning plus one replacement figured at average industry rate of \$3.00 per hour)	2.00	
<b>Total Cost of Lighting (TCL) per lamp</b>	<b>7.99</b>	
<b>TCL for 100-lamp installation</b>	<b>\$799.00</b>	
(Note: If you use 100 Sylvania lamps, figure the 8% extra lighting value of 8 lamps over 100 ordinary lamps.)*	× .08	
<b>Saving through extra Sylvania lighting value*</b>	<b>\$ 63.92</b>	

\*These are the extra dollars you would have to spend per 100 ordinary lamps to get the equal lumen hours of light you get from Sylvania.

Sylvania is so sure savings will result from figuring this way, we'll even send our representative to show you how (or you can do it here—now!)

With cost of lamps amounting to only about 10% of your Total Cost of Lighting (TCL), why should Sylvania be so interested in this new over-all way of figuring? Two good reasons:

First, because TCL best demonstrates the over-all superiority of Sylvania fluorescents.

Second, because we believe that just in figuring TCL you'll discover a number of new opportunities for shaving costs. And that's one of the things we like to help you do.

What is your TCL? Cost of lamps plus power plus maintenance. Add cost of fixtures, too, if you're remodeling.



WITH TCL ANALYZER, a Sylvania representative can figure in minutes how the special conditions in your plant affect Total Cost of Lighting.

Our representative can help figure special conditions in your plant. With his Analyzer Kit, he can do it in minutes, give you a complete lighting analysis free.

He can also show you how and why, for every penny you spend for lamps, power and maintenance, you get more value with Sylvania.

And he'll show how Sylvania backs its claims to lowest TCL with an exclusive Light Insurance Policy. Guarantees Sylvania fluorescents will perform better in your own opinion than the brand you are now using—or your money back!

Call your Sylvania representative. Or write us: Sylvania Lighting Products, a Division of Sylvania Electric Products Inc., Dept. '6, 60 Boston St., Salem, Mass. In Canada: Sylvania Electric (Canada), Ltd., Box 2190, Station "O," Montreal 9.

EXCLUSIVE SYLVANIA LIGHT INSURANCE POLICY is your guarantee of lowest TCL—or your money back!



# SYLVANIA

Subsidiary of GENERAL TELEPHONE & ELECTRONICS



## Professor of Economics Hails P.A.'s for Spurring Free Enterprise System

St. Louis—The purchasing agent, by demanding the best price for the things he buys, is the best hope for survival of the free enterprise system, a St. Louis University economics professor told local P. A.'s.

Speaking at the monthly meeting of the Purchasing Agents Assn. of St. Louis, Dr. Joseph P. McKenna declared that what this country needs is more free-wheeling competition to keep our economy healthy.

Any real desciple of America's capitalistic system, he said, must be against so-called fair trade laws, exclusive dealerships and other measures that stifle competition and keep prices at artificial levels.

"The best product at the best price is still the best way for a business and the over-all economy to remain healthy," McKenna declared. Too many firms and industries today pay lip service to free enterprise, he told the group. What they really want is a protected market for themselves—but free competition among others, he said.



# Automotive Perspective

(This column is the last in a series on 1961 model cars with fleet potential.)

With the compacts continuing to hog the spotlight as far as fleet buyers are concerned, the emphasis of the high-priced makes still is on solid engineering and high standards of quality control. The prestige cars, of course, base their appeal to executives on such factors as performance and high styling, rather than on economy.

This year a new note has been added to the luxury theme to pep up sales appeal—with both Lincoln and Cadillac offering extended lubrication intervals and all three prestige makes stretching out their guarantees.



**The Cadillac**

Major innovation in 1961 Cadillac models is a greased-for-life chassis. All bearing surfaces are sealed at the factory with a special lubricant. If repacking is required due to damage, it must be accomplished with special tools available only at Cadillac dealerships. The company's service department at first planned to recommend lubrication at 30,000 mile intervals, but the interval was extended indefinitely as the results of engineering tests with final prototypes became available.

Although they resemble last year's models, Cadillac bodies have been completely redesigned. A major improvement is the elimination of the "Dog Leg" on the front-door post. Over-all length has been cut to 222 in. but the 79.8 in. width is the same. Later in the year a "short deck" sedan will be introduced that will be 215 in. long. All models have a 129.5 in. wheelbase.

These dimension, of course, do not apply to Cadillac's massive Series 75 limousine. This car, which Cadillac realistically calls its "commercial" model, is on a 149.8 in. wheelbase and the annual 1,500-unit production is devoted in the main to funeral parlors and rental agencies. Carey Cadillac, of New York City, alone operates a fleet of 150 of these \$9,000 vehicles. Dowagers nowadays find it cheaper to rent their transportation when embarking on a shopping trip to Macy's.

Interesting Cadillac gimmicks include an air conditioning and heating system that can be operated at the same time. This permits warming of air at foot level while the air-conditioner is cooling and dehumidifying the air at windshield level. Almost every conceivable power assist is standard equipment.

The smooth, 325 hp V-8 powerplant continues unchanged. Horsepower-wise, it is generally considered to be underrated. 430 lb-ft of torque at 3,100 rpm insures necksnapping acceleration and passing ability at highway speeds.

**Summary:** Available only with V-8 power plant described above as standard equipment. A 10.5 to 1 compression ratio demands super premium grades of gasoline. Tires-8.00 or 8.20 x 15, depending upon model. Some heavier body styles specify 6-ply tires.

**Price**—Most commonly specified executive car, the 4-door 62 Series sedan is \$4,650.\* Top of the line 60-Special is \$5,700. The Series 75 limousine runs \$8,950.



**The Lincoln Continental**

The new and spectacularly restyled Lincoln-Continentals will not be available until early in November, but advanced details and photos hint at what may prove to be a revolution in the luxury car field.

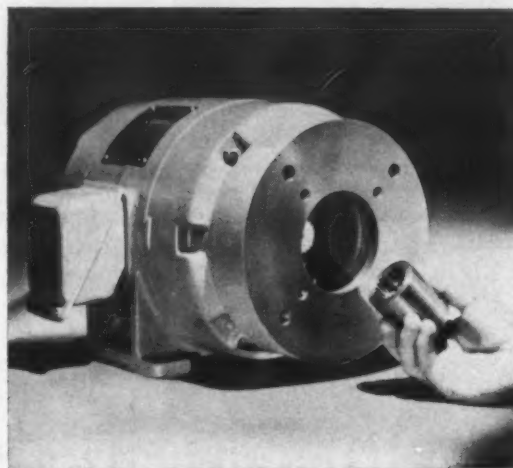
The wheelbase of 123 in. is 8 in. shorter than last year's elephantine model, and more important, over-all length has been reduced by 15 in. The cars are 3.2 in. lower and 1.7 in. narrower. This visit to Slenderella, surprisingly enough, has been accomplished with no significant reduction in interior dimension.

Only two body models will be made available—a four-door sedan and the first four-door convertible to be manufactured in this country in any quantity since before World War II. Both bodies are of unitized construction.

Mechanical components are retained from previous years, except for suspension modifications necessitated by the shorter length. Lubrication is needed only every 30,000 miles, oil change at 6,000 miles. Lincoln, which was the first make

(Continued on page 50)

## Here's your weekly guide to . . .



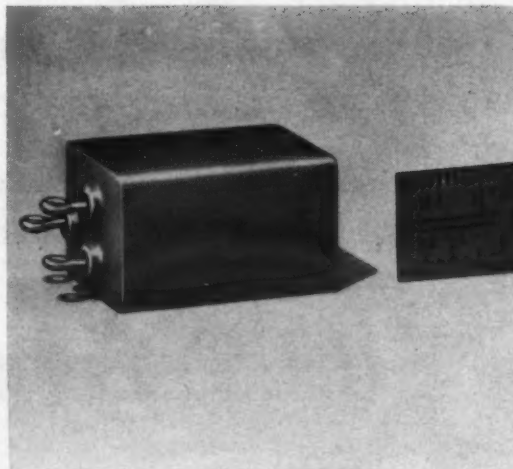
### Motor

#### Will Run Pump

Hydraulic pump motor comes with coupling splined on motor end and a conventional bore and keyway on pump end. Available in all ratings supplied on NEMA frame sizes 182, 184, 213, and 215, nominally 1 to 5 hp. Motor is almost 3 in. shorter than those in present open-adaptor design.

Price: \$243 to \$384. Delivery: 6 wk.

General Electric Co., Schenectady 5, N. Y. (PW, 10/17/60)



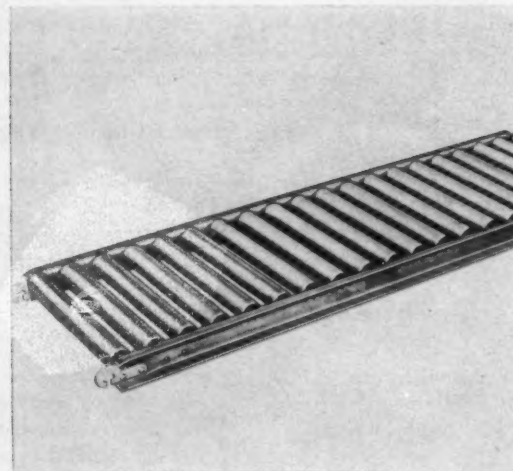
### Circuit

#### Features Miniature Design

Circuit amplifies resonant frequency signal by increasing voltage level, while rejecting all other frequencies. For use in triggering and timing circuits, this 45 KC unit measures less than 0.4 cu. in. and has maximum 3 db bandwidth of 4,500 CPS.

Price: \$25. Delivery: 3 wk.

Control Electronics Co., Inc., 10 Stepar Place, Huntington Station, L. I., N. Y. (PW, 10/17/60)



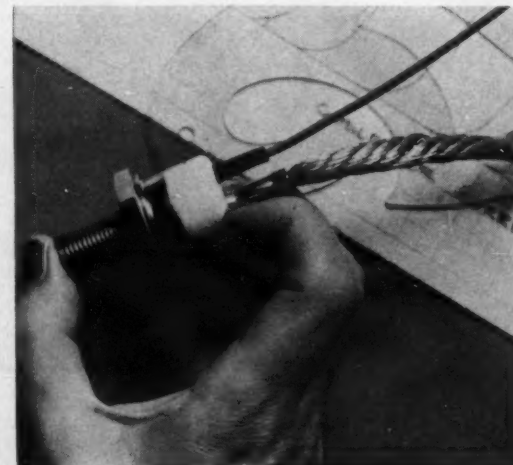
### Conveyor

#### Steel or Aluminum Frames

Roller-type gravity conveyor is furnished with steel or aluminum frames. Track sections come in 5 and 10-ft. lengths and in 12, 18, and 24-in. widths. Maximum load capacities for 5-ft. frame sections range up to 800 lb. (aluminum) and 1,000 lb. (steel).

Price: \$29 to \$99 (10 ft. lengths). Delivery: immediate.

Hytrol Conveyor Co., Inc., 1949 S. 54th St., Milwaukee 19, Wis. (PW, 10/17/60)



### Transistors

#### Available in 3 Series

Silicon power transistors have maximum collector current ratings of 30 amp., power dissipation of 250 w., and collector-emitter voltages up to 100, 150, or 200 v. Available in 3 series with collector current ratings of 10, 15, and 20 amps., at a current gain of 10.

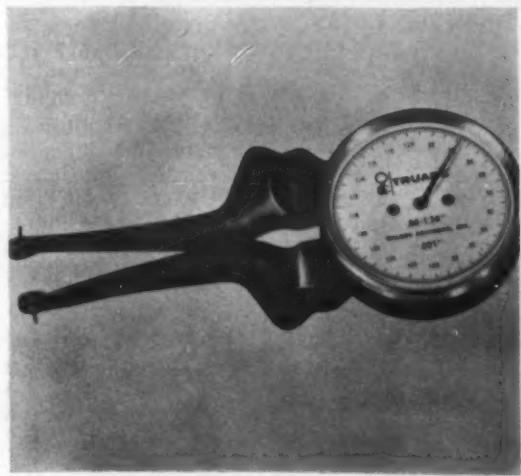
Price: \$74 to \$173 (10-20 amps.). Delivery: immediate.

Westinghouse Electric Corp., P. O. Box 2099, Pittsburgh 30. (PW, 10/17/60)



# New Products

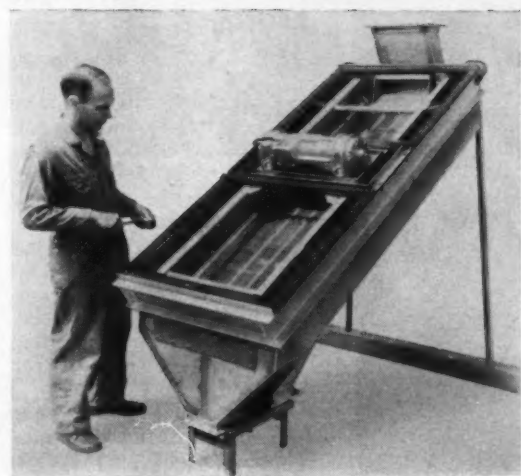
Another PURCHASING WEEK service: Price and delivery data with each product description.



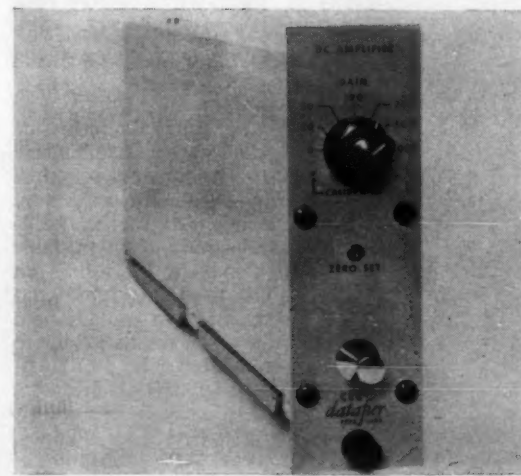
**Dial Gage**  
Provides Direct Reading  
Caliper-type, dial-indicator groove and bore gage provides a direct reading on indicator dial. Available in 4 sizes to accommodate from .40 in. to 3.0 in. diameters, it is calibrated in graduations of .001 in. or .0025 in. depending on size.  
Price: \$35. Delivery: immediate.  
**Truarc Retaining Rings Div., Waldes Kohinoor, Inc., 47-16 Austel Place, Long Island City 1, N. Y. (PW, 10/17/60).**



**Tape Recorder**  
Easy to Use  
Dictating tape recorder features microphone with built-in control of start, stop, repeat, record and playback functions. Easy-to-read time scale shows number of minutes of tape used and how many remain.  
Price: \$199.50. Delivery: immediate.  
**International Recorders Corp., 5 East 32nd St., New York 16, N. Y. (PW, 10/17/60)**



**Screen**  
Separates Materials  
Self-contained screening unit, engineered to meet individual requirements, is convertible to a portable unit. Model features all-welded frame construction and a 1/3 hp. — 60 cycle, 3,600-rpm motor. Fabricated steel, stainless steel, or aluminum screens insure accuracy without any external vibrations.  
Price: \$1,285. Delivery: 4 to 6 wk.  
**Derrick Mfg. Co., 590 Duke Road, Buffalo 25, N. Y. (PW, 10/17/60)**



**Amplifier**  
All-Purpose Unit  
Wide-band, d-c amplifier blocks out spurious signals. It attains a common mode rejection of 120 db from d-c to 1.5 kc and 140 db at 60 cps. Designed to amplify low-level transducer signals over d-c to 10 kc frequency range and perform as an all-purpose laboratory instrument.  
Price: \$725. Delivery: approx. 90 days.  
**Consolidated Electro-dynamics Corp., 360 Sierra Madre Villa, Pasadena, Calif. (PW, 10/17/60)**

## This Week's Product Perspective

OCTOBER 17-23

• **BINARY ARITHMETIC**, once the sole concern of the higher mathematician, now is part of the daily language of almost every plant in the country. Reason for the switch: Binary terms are basic to the understanding of computer systems, tape-controlled machines, and other automated processes. When you and I count, we have 10 numbers at our disposal—0 through 9. A computer, on the other hand, doesn't have the flexibility of the human brain and eyesight—has no way to tell a 4 from a 7. But, since a computer is essentially composed of thousands of tiny electronic switches, it can tell if each switch is off or on.

This ability to tell "yes" from "no" is the key to binary arithmetic. It is called binary because only two symbols are used—1 for yes, 0 for no. These may be expressed by open or closed position of a switch, or by magnetized or unmagnetized dots on a piece of tape or magnetic drum.

• The computer must take the decimal numbers that we feed it and change them to the binary language that the computer can understand. After all calculations are finished, the final binary number is changed back to the decimal form we understand.

• Since binary arithmetic has only two symbols at its disposal all it can say is "yes include that number" or "no don't include that in the total." It forms all numbers by using a group of switches to represent the binary number. Arbitrary values are assigned to each switch in the group. If a switch is closed, the value represented by the switch is included in the total when all the numbers are added up—if the switch is open, the value is not added in. The number 25, for example, would look like this:

value of switch	16	8	4	2	1	
switch closed	yes	yes	no	no	yes	
TOTAL	16	8	0	0	1	= 25

The yes and no's are usually written as (1) yes or (0) no. The number 25 would then look like this:

value of switch	16	8	4	2	1	
include value	1	1	0	0	1	
TOTAL	16	8	—	—	1	= 25

• Using this method, the computer can write any desired number—all with simple yes or no's. Each column (1, 2, 4, 8, etc.) is known as a "bit", and all the bits together in each group (1, 2, 4, 8, 16 in the above example) are known as a word.

• The value of each column (or switch) is equal to the number 2, multiplied by itself one or more times. That's why mathematicians say that the system is built on a "base 2"—as contrasted with the "base 10" (tens, hundreds, thousands, etc.) we use when counting. A small number, called an exponent, is written on the right and slightly above the 2 to show how many times it must be multiplied by itself. Thus  $2^3 = 8 (2 \times 2 \times 2)$ .

Here are a few random decimal numbers and their binary equivalents:

Decimal Number	What it means (decimally)	Construction of the number	Binary Number
5	4+1		101
27	16+8+2+1		11011
82	64+16+2	1 0 1 0 0 1 0	1010010
594	512+64+16+2	1 0 1 0 1 0 0 1 0	101010010
9	8+1		1001
130	128+2	1 0 0 0 0 0 1 0	10000010

• A computer is nothing more than an overgrown adding machine that works at fantastic speeds. All it can do is add and subtract—all other functions are performed through these two operations. Multiplication, of 5x4 for example, is accomplished by adding 5 to 5 to 5 to 5 to get 20.

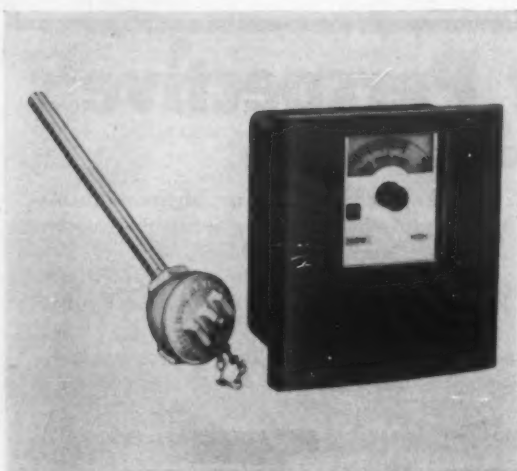
Addition and subtraction of binary numbers is similar to the decimal method. A zero and a 1 added together will equal 1, and 1 plus 1 will equal 0, with 1 being carried to the next higher position. For example:

Value of column	16	8	4	2	1	
add decimal 9 to decimal 12	0	1	0	0	1	
	0	1	1	0	0	
Answer	1	0	1	0	1	= decimal 21



# Your Guide to New Products

(Continued from page 39)



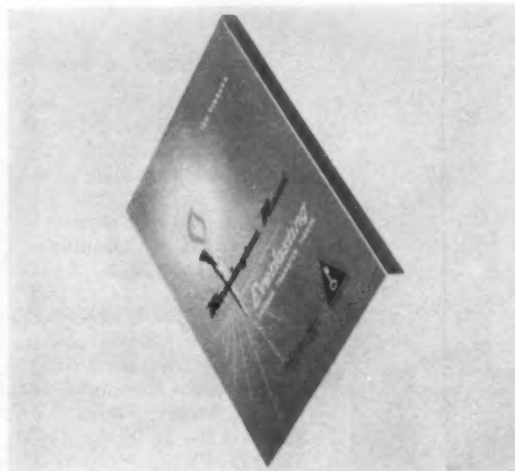
## Controller

### For Heating Operations

Thermocouple - operated potentiometer controller for industrial and laboratory heating operations controls temperatures from  $-200^{\circ}\text{F}$  to  $+2,000^{\circ}\text{F}$  to within 4-deg. accuracy. Designed for use with both new and existing equipment.

Price: \$150. Delivery: 6 wk.

Control Devices Div., Minneapolis-Honeywell Regulator Co., 2753 Fourth Ave. South, Minneapolis 9, Minn. (PW, 10/17/60)



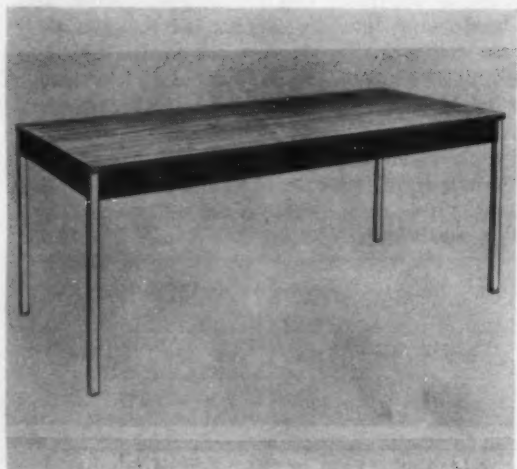
## Carbon Paper

### Lasts Longer

Smudge proof carbon paper incorporates plastic-lacquer coating making it last three times longer. Said to be suitable for over 90% of all typing jobs on both manual and electric typewriters.

Price: \$5 per 100 sheets. Delivery: immediate.

Remington Rand, Division of Sperry Rand Corp., 315 Park Ave. South, New York 10, N. Y. (PW, 10/17/60)



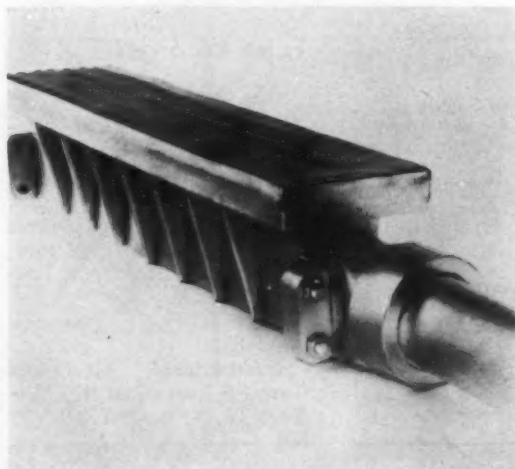
## Table

### Folds Easily

Metal table has top surfaced and edged with mar-proof Formica plastic laminate. Model features slim leg styling with durability. It folds and unfolds easily and leg braces are not visible when table is opened. Available in 5, 6, 7, and 8-ft lengths in 18, 24, 30, and 36-in. widths.

Price: \$190 to \$256. Delivery: 4 to 5 wk.

Howe Folding Furniture, Inc., 1 Park Ave., New York 16, N. Y. (PW, 10/17/60)



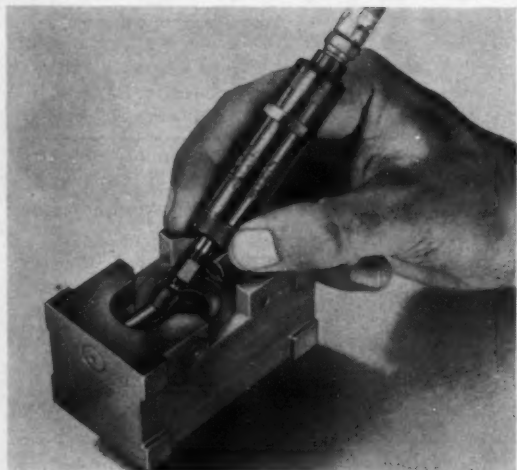
## Infra-Red Burner

### Is Adjustable

Gas-fired, infra-red burner, for low temperature industrial processing application, provides radiant heat emission in the 2.0 to 4.0 micron band. Each unit has a built-in flame adjustment. Face temperature of the 4 x 18 in. burner screen is 1,200 to 1,800F.

Price: \$50 per section. Delivery: 3 to 4 wk.

Byrant Industrial Products Corp., 17700 Miles Ave., Cleveland 28, Ohio. (PW, 10/17/60)



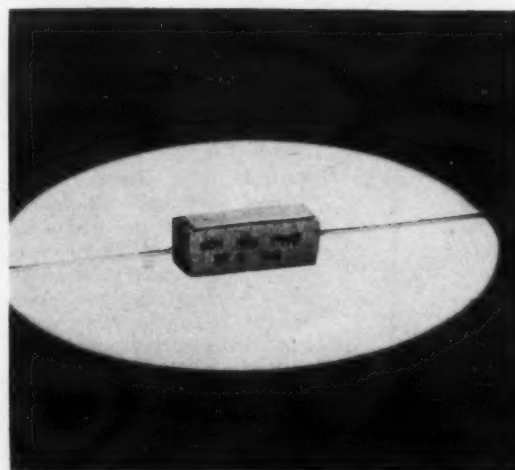
## Grinder

### Weights Only 5 Oz.

Miniature grinder for tool room and production work weighs only 5 oz. Rated capacity of this air tool is  $\frac{1}{2}$  in. mounted points, with peak efficiency at 90-100 working psi. through  $\frac{1}{8}$ -in. ID hose.

Price: \$70. Delivery: immediate.

Buckeye Tools Corp., 5003 Springboro Pike, Dayton 1, Ohio. (PW, 10/17/60)



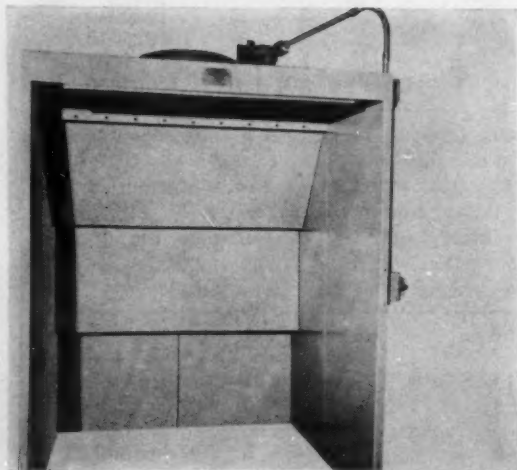
## Resistor

### Cuts Costs

Three-watt axial lead power wire wound resistor has 0.24 to 6,200 ohms resistance range and standard tolerances of  $\pm 5\%$  and  $\pm 10\%$  are available. Recommended where size and cost savings are important and military specifications not a necessity, it has fire-proof inorganic construction.

Price: Approx. \$50 per 1,000. Delivery: 3 wk.

International Resistance Co., 401 N. Broad St., Philadelphia 8. (PW, 10/17/60)



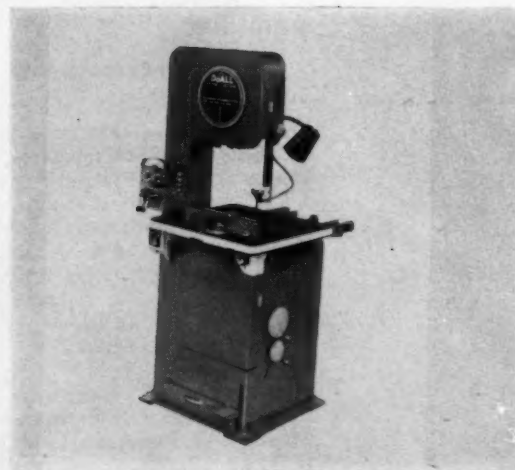
## Spray Booth

### Handles Small Parts

Paint spray booth is designed for small parts paint spraying. Equipped with 24-in. fan and explosion proof fluorescent light and controls, it includes sealed bearings. Two men can assemble booth in about 2 hours and it may be permanently or temporarily installed.

Price: \$650. Delivery: 30 days.

Precisioneering, Inc., P. O. Box 6974, Orlando, Fla. (PW, 10/17/60)



## Band Saw

### Has Roller-Mounted Table

Glide-table utility band saw is recommended for wide range of light maintenance and tool room work. Model has a 16-in. throat, 12-in. work height and 24-in. x 24-in. roller-mounted worktable which may be locked. Unit has 50 to 5,200 fpm band speeds in two ranges and handles saw bands  $\frac{1}{8}$ -in. to  $\frac{1}{2}$ -in. wide.

Price: \$1,650. Delivery: 3 to 4 wk.

DoAll Co., Des Plaines, Ill. (PW, 10/17/60)





## What does **Performability** mean to your fleet operation?

Your own fleet operation will show real savings and run far smoother with the '61 Lark. Already fleet proven in wide use, The Lark with new improvements and advances has Performability—and here's how you benefit:

**Even greater Economy!** The all-new Skybolt Six engine, of valve-in-head design and 112 HP, has already shown 17% greater gasoline mileage than Larks used in more than 1000 fleets last year... pre-tested and proven in the field by the largest "blue chip" fleet operators!

**Even greater Performance!** Acceleration your drivers want—10% better at low speeds, 18% better at middle speeds, 35% better at high cruising speeds for safe passing.

**Even greater Driver Comfort and Safety!** A new recirculating ball steering system and new front suspension make steering 30% easier. Also new for '61—handsome safety-padded dash—increased legroom—smart low-silhouette body styling—increased visibility—oversize

bonded brakes! And still those wonderful flat floors, high headroom, big seats, matchless roadability.

**Even greater Maintenance Savings!** Fleet records already show The Lark saves 1/3 on maintenance, compared to other cars. But this year new brakes, new larger clutch (for the Skybolt Six) and several servicing improvements (such as a counterbalanced hood) will save you even more.

**The Sum Total** of 2000 engineering and design improvements, perfected and coordinated, give the '61 Lark unique response, economy, durability. That's '61 Lark **PERFORMABILITY**. You have to drive it to believe it!

### NO CLAIMS, NO GUESSES—THESE ARE THE FACTS

Actual field tests by commercial and government fleets show uniform satisfaction—"Excellent acceleration from standing start, good passing performance"... "Good hill climbing"... "Excellent maneuverability and directional stability"... "Exceptionally good (steering) response and light touch"... "Good clutch and brake action"... "Better roadability than any car I have ever used." Certified by United States Testing Company.



The new **'61 LARK** by Studebaker

**Performability**...you have to drive it to believe it!

### LET US SEND YOU THE FACTS!

Fleet Sales Division, Studebaker-Packard Corporation  
South Bend 27, Indiana

- ☐ Send us informative literature only  
☐ Have a factory representative call me for an appointment

NAME \_\_\_\_\_ PLEASE PRINT

TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

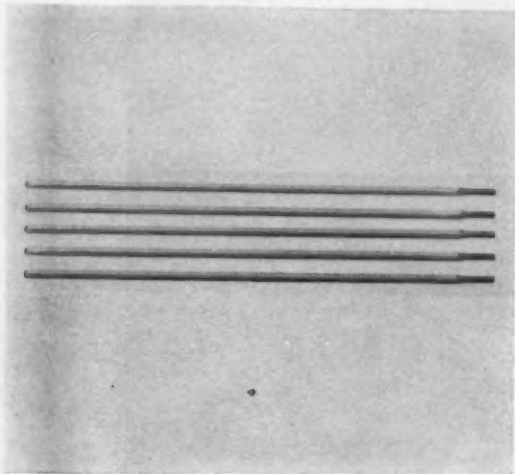
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# Your Guide to New Products

(Continued from page 40)



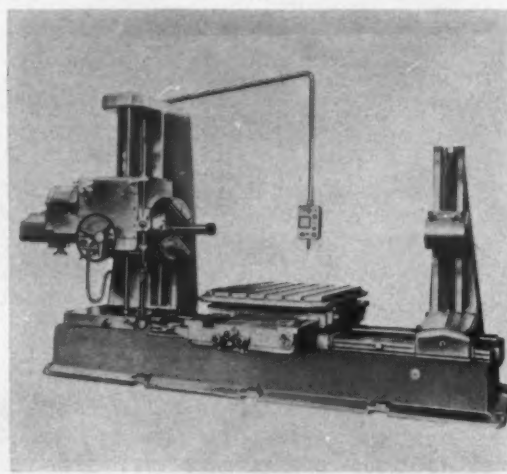
## Electrode

### Low-Alloy Welding

Low-alloy welding electrode meets AWS and ASTM specifications. It is designed for use in all positions on low-alloy, high-tensile steel applications, using either a-c or d-c straight polarity. Available in 12 in. lengths,  $\frac{5}{64}$  and  $\frac{3}{32}$ -in. diameters, and in 14-in. lengths,  $\frac{1}{8}$  and  $\frac{3}{32}$ -in. diameters.

Price: 27¢ to 40½¢ per lb. Delivery: immediate.

**Metal & Thermit Corp.,** Rahway, N. J. (PW, 10/17/60)



## Boring Machine

### Has Air Compressor

Horizontal boring, milling, drilling, and turning machine has air compressor which eliminates metal-to-metal contact and provides smooth traverse motion and reduced wear. Design features complete pendant controls and hydraulic clamping of head, table, and outboard.

Price: from \$13,613. Delivery: immediate.

**S & S Machinery Co.,** 140 53rd St., Brooklyn 32, N. Y. (PW, 10/17/60)



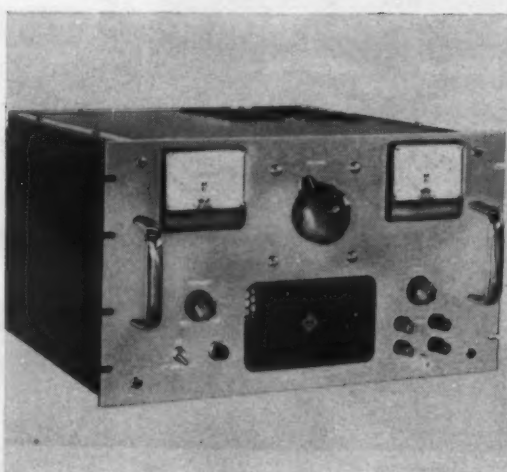
## Torsion Balance

### Speeds Readings

Weight-loading torsion balance permits 5-mg. reading accuracy in one third usual time. Two-dial model has 120 g. capacity. Dials on the front of completely enclosed case load up to 10 g. on the balance and permit a weighing readable to 2 mg. Weight loading can be dialed by 1-g. increments.

Price: \$200. Delivery: 30 to 60 days.

**Torsion Balance Co.,** Clifton, N. J. (PW, 10/17/60)



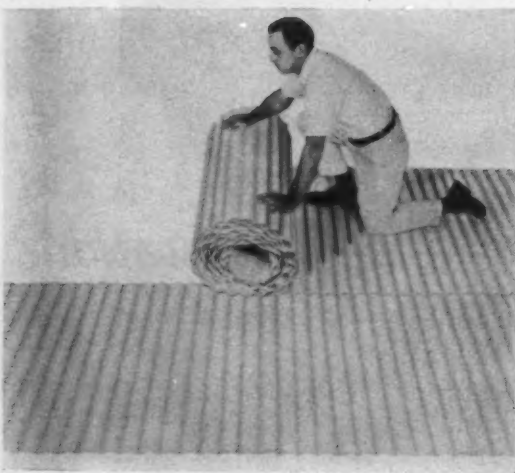
## Power Supply

### Operates on DC

Transistorized power supply features interchangeable plug-in modules and standard subassemblies. Circuit design makes it unnecessary to individually select replacement transistors. Output voltage and current are 0-36 v. dc. and 0-10 amps., continuously variable.

Price: \$795. Delivery: 30 days.

**Mid-Eastern Electronics, Inc.,** 32 Commerce St., Springfield, N. J. (PW, 10/17/60)



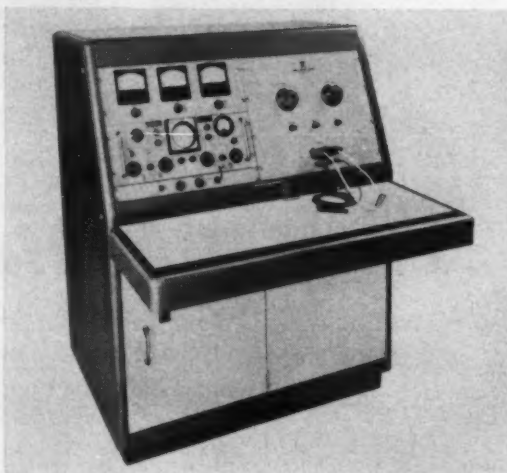
## Fiberglass Paneling

### Comes in 7 Colors

Cross-corrugated, translucent fiberglass reinforced plastic paneling in roll form comes in 7 colors. Available in 50 ft. rolls, 40-in. wide,  $2\frac{1}{2}$  x  $\frac{1}{8}$ -in. corrugation, with crinkle finish on both sides. Comes in 2 weights: 5 oz. and 8 oz. per sq. ft.

Price: from 39¢ per sq. ft. Delivery: immediate.

**Filon Plastics Corp.,** 333 N. Van Ness Ave., Hawthorne, Calif. (PW, 10/17/60)



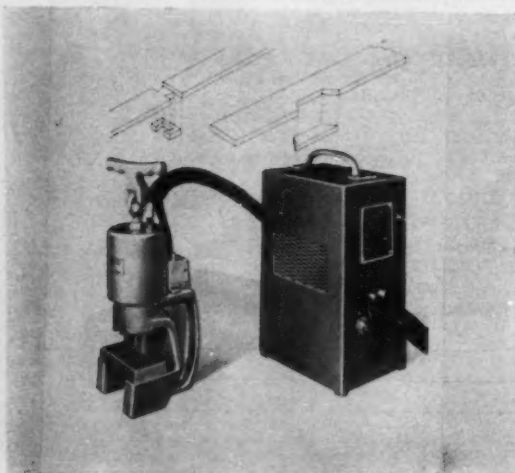
## Tester

### Measures Precisely

Tester measures precisely thermal resistance of any semiconductor power diode or transistor. Unit utilizes the forward voltage drop at a constant low-level metering current to measure junction temperature. Heating current is 1-5, 1-50 amps.

Price: \$6,250. Delivery: 45 days.

**Wallson Associates, Inc.,** 912 Westfield Ave., Elizabeth, N. J. (PW, 10/17/60)



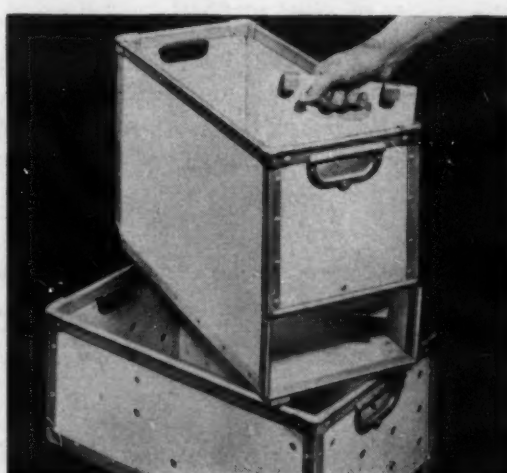
## Notching Press

### Is Portable

Power unit and press of Hydramic notching press can be hand carried to work. Equipment is available in 3 models with capacities of 10, 20, and 30 tons to handle maximum notching dimension from 2-in x 1-in. to  $2\frac{1}{2}$ -in. x 2-in. in metal thicknesses up to  $\frac{3}{8}$ -in.

Price: \$615 (10 ton); \$705 (20 ton); \$785 (30 ton). Delivery: approx. 7 wks.

**W. A. Whitney Mfg. Co.,** 636 Race St., Rockford, Ill. (PW, 10/17/60)



## Tote Boxes

### For Small-Volume Users

Fabricated tote boxes, ideally adapted to small volume users, come in practically unlimited range of sizes and shapes. Boxes are made in three types of panels: fiberglass reinforced plastic (wall thickness ranges from  $\frac{1}{8}$ -in. to  $\frac{3}{8}$ -in.), vulcanized fiber, or sheet aluminum.

Price: from \$5. Delivery: 4 to 6 wk.

**Molded Fiber Glass Tray Co.,** Linesville, Pa. (PW, 10/17/60)



## Digitronics Develops System to Send Taped Data Over Telephone Lines

New York—Digitronics Corp. has developed an electronic system that can transmit data from punched or magnetic tape over regular telephone lines at a speed of 1,500 words (9,000 characters) per minute.

The Digitronics "Dial-o-verter" works in conjunction with the Bell System's Data-Phone. It allows data to be transmitted from plants to data processing centers, or from office to office, without incurring the expense of leased telephone wires for the price of a regular toll call.

The Dial-o-verter system can read or write data via punched paper tape, punched cards, or magnetic tape. It can transmit data in one medium at one point, and have it received in another medium at the other point. A plant can send paper tape, and have it produced either as cards or magnetic tape at the computer center, or vice versa.

Since data to be transmitted may be left in a loaded position on Dial-o-verter, no personnel are required at remote stations. A single operator can handle the entire operation.

At any time, a button pressed on the Data-Phone permits switching from data transmission to normal, two-way conversation.

Approximate rental for the basic system will be \$370 a month. It will sell for about \$11,000.

## Synthetic Diamonds

London—De Beers Consolidated Mines, Ltd., world's leading producer of natural diamonds, will produce synthetic diamonds for industry.

The South African concern revealed last year that it had developed a new artificial process, but hadn't succeeded in producing in quantity.

The company announced that it was starting production "as a precaution to ensure that there will be no break in supplies to the market in view of the interruption of Congo diamond mining."

## National Markets New Computer

Dayton, Ohio—National Cash Register Co. has just announced a new general-purpose business computer in the medium-price class.

The machine, called the National 315, uses a modular concept to adapt it to a wide variety of jobs in banks, retail stores, manufacturing firms, insurance companies, military and government. The 315 system can be expanded easily from a basic installation to a powerful full-scale system as a business firm's needs increase.

Also, the system's main

memory, magnetic tape file, and input and output units are variable in size or capacity to fit closely the user's specific requirements. For example, five different memory sizes can be obtained, ranging from 6,000 to 120,000 decimal digits of information or 4,000 to 80,000 alpha-numeric characters.

### A Typical System

Typical 315 systems will be available for \$7,000 to \$9,000 monthly rental. Deliveries are scheduled for first quarter of 1962.

## Product Briefs

**Four-seal T-fitting** eliminates need for adapters, connectors, and special fittings in applications of pressure gages or other instruments to hydraulic, pneumatic, and process lines. The device is available in aluminum, brass, monel, steel, or stainless steel, in sizes from  $\frac{1}{8}$  in. through 2 in. in diameter. Unit is said to install economically and easily. C. B. Crawford Co., 16606 Waterloo Rd., Cleveland 10, Ohio.

**Polystyrene capacitor** is designed for use in calculators, computers, control circuits, saw tooth oscillators, filters, and electronic integrators. It features a moisture-resistant phenolic case housing. Atlee Corp., 330 Bear Hill Rd., Waltham, Mass.

**Pressure-reducing and relief valve** is designed to control pressure to small units under test, or to supply air, gas, oil, or water to a process or piece of equipment requiring small capacity. The device is single-seated, spring-loaded, and diaphragm-actuated. Atlas Valve Co., 280 South St., Newark 5, N. J.

**Automatic plate-type humidifier** features nylon valve and rigid heat-resistant nylon water reservoir. The unit is said to require no adjustment at installation or during operation. Viking Air Products Div., Lau Blower Co., 5601 Wabworth Ave., Cleveland 2, Ohio.

**Transparent plastic card holder** protects tickets or specifications from smudging while affording high readability of enclosed material. The plastic is said to resist oils, chemicals, and abrasion. Available sizes are 4 in. x 6 in.; 5 in. x 8 in.; 6 in. x 9 in.;  $8\frac{1}{2}$  in. x 11 in.; and 9 in. x 12 in. Cook's Inc., Blackwood, N. J.

**Self-adjusting air-run clutch** for applications to 5 hp at 1,800 rpm. weighs just 15 lb. The device—a combination motor sheave and clutch—has antifriction bearings and requires no rotary joint. Horton Mfg. Co., Inc., 1179 15th Ave. S. E., Minneapolis 14, Minn.



## "ALCOA ALUMINUM SCREW MACHINE STOCK ALLOY 6061... FOR VERSATILITY!"

Precision-made, high-volume screw machine parts cost less in aluminum

Here's versatility! Alcoa Alloy 6061-T6 or -T651, being lightweight aluminum, gives you three times more parts per pound than other, heavier metals. And this alloy gives superior finishes... can be joined easily by welding, brazing or soldering... may be anodized in a wide variety of colors... stands up to service under corrosive conditions! Machining speed, light weight and end-use adaptability... all add up to faster production, lower machining costs, higher profits.

Want to make cost conversions from brass to aluminum and compute costs quickly? Ask your Alcoa distributor or Alcoa sales office for your free *Alcoa Conversion Calculator*. Get your free *Alcoa Screw Machine Stock Estimating and Operating Data Book*, too... packed with technical data on aluminum screw machine stock. And ask about other Alcoa alloys: 2011-T3 or -T8 for superb machinability and still faster cutting, 2017-T4 or -T451 and 2024-T4 or -T351 for strength at

low cost. Aluminum Company of America, 846-K Alcoa Building, Pittsburgh 19, Pennsylvania.

### AS AN ALCOA CUSTOMER, YOU GET ALL THESE "EXTRA BONUSES":

1. Wide range of stock sizes for important price advantages.
2. Guaranteed market for up to 60 per cent of your Alcoa® Aluminum turnings and borings.
3. Extensive mill and distributor inventories to meet all requirements.
4. Chamfered ends at no extra cost.
5. Specific 12-ft lengths at no extra cost (for rounds up to 2 $\frac{3}{4}$  in.; hexagons up to 2 in.).



**ALCOA ALUMINUM**

SCREW MACHINE STOCK



## Delcon Develops Phone 'Scrambler' For Business Use

**Palo Alto, Calif.** — Delcon Corp. has developed a portable "scrambler" security phone, said to be the first of its kind for business or industrial use.

Scrambler phones, one of the electronic marvels of World War II, are still used by high government officials for security purposes, but the costly and complicated tube circuitry has prevented any such use by business up to now.

The Delcon scrambler is a transistorized device developed specifically for use with standard telephone systems and instruments. It weighs only 27 oz. and can be carried in a topcoat pocket or small briefcase. It resembles a slightly oversized telephone handset.

The scrambler is easy to use—no wire or other connections are needed. The user simply places the Delcon device against the telephone handset and holds the two instruments together.

A 10-transistor circuit powered by internal batteries does the rest transforming ordinary speech into pure gibberish. These sounds are transmitted over the regular phone circuit to the other end of the connection, where a second device translates them back into the original speech.

The scrambler phone is priced at \$219.

## Burroughs Corp. Adds New Desk Size Computer To Data Processing Line

**Detroit**—Burroughs Corp. has added a new desk-size computer to its line and cut the price of an earlier model by more than a third in a strong bid to capture a bigger share of the small computer market.

The new model, designated E103, was developed especially for business data processing, Burroughs said. It will sell for \$29,750, making it the lowest priced general purpose computer on the market, according to Ken T. Bement, vice president, marketing.

An earlier model, the E101, has all the features of the E103 without the data processing capabilities. It has been marked down from \$38,325 to \$26,750. This machine is used primarily for scientific and engineering applications. Both computers will lease for \$875 a month.

Burroughs engineers have developed a series of programs to apply the E103 to such data processing jobs as sales analysis, payroll, labor cost distribution, tax billing, bond yield, and interest projection tables, Bement said.

An accounting machine printer and a new control unit for greater programing flexibility are standard equipment. Paper tape and or punch card equipment are optional.

The E103 also features a magnetic drum memory with 220-word storage capacity. Each word consists of 12 digits plus sign. Simplified external pinboard programing allows operators to master the computer's use with a minimum of training.



"SCRAMBLER" PHONE prevents all eavesdropping by making call unintelligible to all phones not equipped with unscrambling device. Portable 27-oz. device clamps on phone with no in-between connections.

## Michigan Manufacturer Organizes Two-Way Surplus Exchange Service

**Holland, Mich.**—A Michigan industrialist has organized a two-way service that lists manufacturers who want to dispose of (or buy) surplus inventory items.

Jay H. Petter, a manufacturer or heavy industrial machinery, organized the Manufacturers' Exchange Corp for the purpose of bringing these potential buyers and sellers together. Here's the way it works:

Subscribers submit a list of standard items (over 140 cate-

gories) that they want to buy or sell. These are arranged alphabetically in one major listing and sent to all subscribers nine times a year. Each subscriber gets a coded number, and all contacts are made through the MEC's central office in the People's State Bank Bldg by teletype, wire, or phone.

Each subscriber is entitled to list up to 10 items for sale or wanted in each issue without additional charge.

# presenting the

## Material Evidence — NOBODY PUTS AS MUCH INTO A WELDING MACHINE AS A. O. SMITH

To prove our case—that only A. O. Smith still makes an Extra-Heavy-Duty welding machine—we've put our evidence on the table. We submit that, while other machines have been "trimmed down" to sell for less, A. O. Smith Extra-Heavy-Duty welders have all the "guts" the old-timers had. That there has been no stinting on copper, iron or power. That there has been no attempt to cut corners on materials and components—no compromise with value to meet a price.

Examine the evidence! Then make your own value analysis. We are sure that the verdict will be in favor of A. O. Smith—that it's sound judgement to pay a little more for much more machine. Analyze the value when you consider the price. It's value that pays off in longer life and superior performance.



**EXHIBIT A—COILS** A. O. Smith's extra-heavy copper secondary (at left) and primary (at right) coils are the heaviest in the field—together weigh 185 lbs. Note how competitive coils skimp on material. Here's heavy-duty value that adds up to longer production life . . . a machine that operates on a temperature rise of only 55°C—lowest of any machine on the market.

**EXHIBIT B—CAPACITORS** Standard with A. O. Smith Extra-Heavy-Duty welders is the industry's maximum power factor correction—134 M.F.D. total. This high power factor means that the current taken from the primary line is lower than with any other machine when comparable ratings are matched—value that means money in your pocket through lower power bills.

**EXHIBIT C—MOTOR** Power behind the A. O. Smith extra-heavy-duty cooling system is big, totally enclosed lifetime-lubricated motor. Note "junior-size" motors used by competitive welders. Only A. O. Smith's heavy-duty motor supplies dependable starting torque . . . provides more air for cooler operation and longer machine life.

**EXHIBIT D—FAN** Biggest fan in the field. Air is circulated by an 18-inch industrial-type fan blade as compared to fans much smaller on other welding machines. And A. O. Smith's blade is dynamically balanced, scientifically pitched to deliver maximum ventilation down through the coils. Blast guides direct full force of the fan right on target.



## Yale & Towne Ohio Plant

Cleveland—Yale & Towne has a Northeast Ohio sales and service center on the drawing boards for its Yale Materials Handling Div.

The \$300,000 building will be located in Walton Hills Village and is aimed at industry in Cleveland, Akron, Canton, Youngstown-Warren and Mansfield areas.

Increasing lift truck population in this area plus added pressure on service facilities from the spread of automation were cited as chief reasons for the addition, according to Yale & Towne President Gordon Patterson.



FORD TILT-CAB: New in the Ford truck line is tilt-cab "H" series. The line includes four diesels and four with gasoline-powered engines.

## Ford Foregoes Unnecessary Frills In 1961 Heavy-Duty Truck Models

Detroit—Ford Motor Co.'s heavy-duty truck line for 1961 is stressing vehicles that are trucks rather than oversized passenger cars.

Gone are such frills as the decorative grille work and dual headlights of past years. Instead, functional radiator shutters and single headlights are used, cutting replacement costs by 50%.

New to the Ford family of trucks this year is the H-Series tilt cab diesel. This tractor, which

measures only 82-in. from bumper to back-of-cab, is powered by Cummins engines that develop from 180 hp to 220 hp. In addition, three varieties of Ford-built gasoline engines, with horsepower to 266, are available.

The H-Series trucks are equipped with 28-in. front axles designed for the 36 states using "bridge formula" laws. In states with a 50-ft. combination limit, the tractor can legally handle a 40-ft. trailer.

Tandem axles are available as optional equipment, along with 12-speed main transmissions and four-speed auxiliaries. Maximum GCW's range up to 76,800 lb.

Economy features of the new truck line include such items as printed electric circuits and much use of aluminum and fiber glass in the cab. Also, in addition to the normal warranty, Ford dealers are offering a 100,000-mile guarantee on "Super Duty" V-8 engines. This includes full labor costs up to 50,000 miles.

In a test supervised by independent authorities last year, according to Ford officials, the Borden Co. ran one of these engines 250,000 miles with no major maintenance. The engine was completely disassembled before automobile writers at a press conference in Louisville, Ky., and not a single part was found to be unserviceable, Ford reported.

Other trucks in the Ford line range from the Econoline pickup to conventional or cab-forward tandems with a GCW of 76,000 lb.

## McGuire Chemical Co. Opens New Terminal

Oakland, Calif. — McGuire Chemical Co. has completed a new \$500,000 deep-water chemical terminal at Vancouver, Wash.

The terminal is the third in a coast-wide network of custom terminal facilities for the storage, blending, packaging, warehousing and distribution of chemical products.

The McGuire Co., which manufactures no products of its own, also operates terminals in Los Angeles and Oakland. The combined storage tank capacity of the three terminals is approximately 13-million gal.

Processing facilities are designed to meet the needs of each customer, most of whom are Eastern and Gulf Coast chemical manufacturers who ship in bulk by tanker and finish their products at the point of distribution.

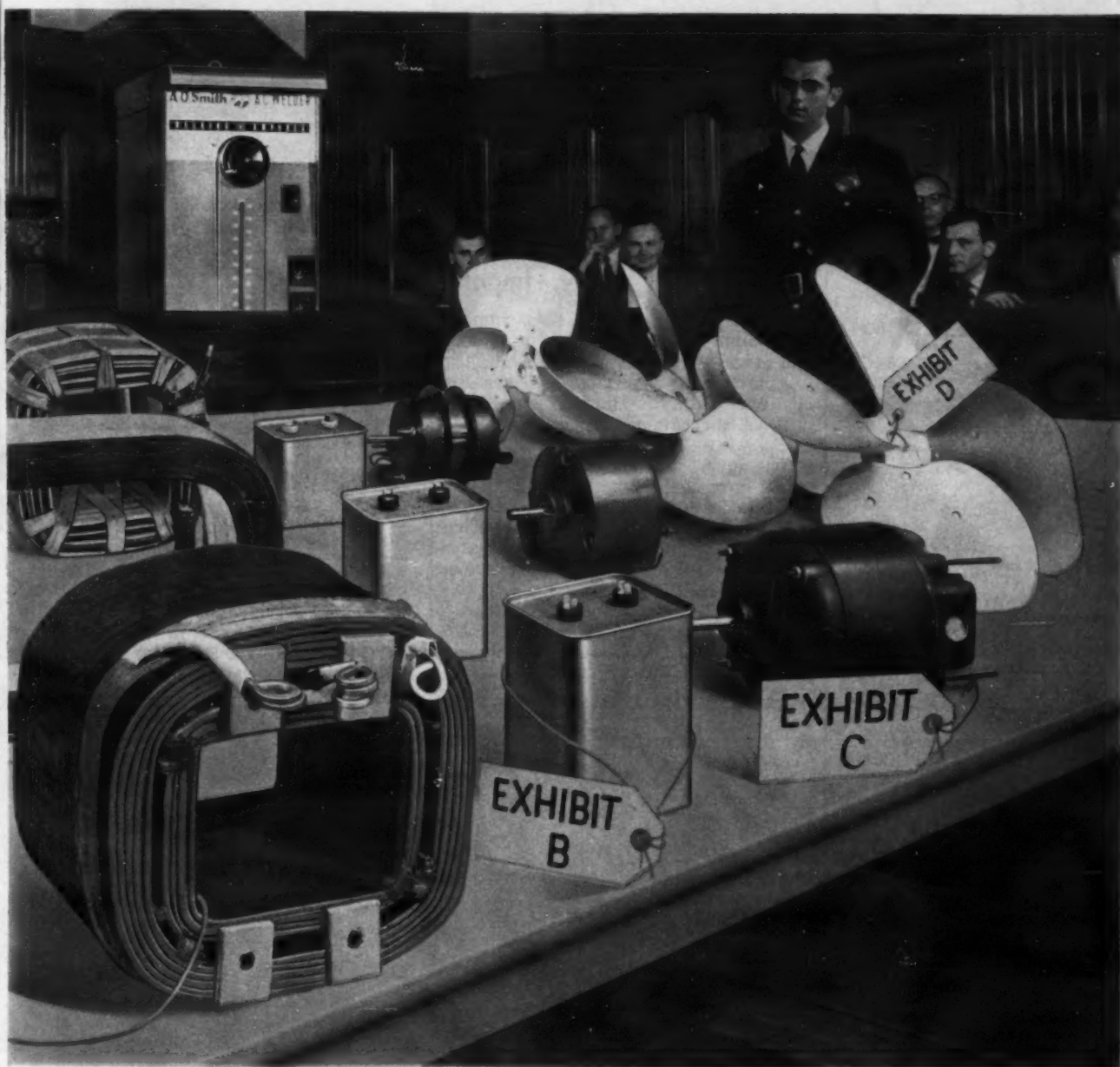
The new Vancouver terminal provides docks which can handle the largest chemical tankers. Short pipelines from tanker to storage tank reduce waste.

## General Tire Picks Site

Akron—The General Tire & Rubber Co. has chosen Evansville, Ind., as the site for a new Industrial Products Div. manufacturing plant.

The company expects to begin installation of equipment at the facility located at 707 W. Eichel St. in the next few weeks, and hopes to start limited production soon after the first of the year.

## case for value!



### COURT CALENDAR

Case for value analysis — A. O. SMITH EXTRA-HEAVY-DUTY welding machine versus the field. Exhibits shown in front row on table are principal components used in the standard A. O. Smith EXTRA-HEAVY-DUTY welding machine. Comparable components used in other well known brand welding machines are displayed in rear rows.

Through research... a better way

**A.O. Smith**  
CORPORATION

WELDING PRODUCTS DIVISION  
Milwaukee 1, Wisconsin

A.O. Smith INTERNATIONAL S.A., Milwaukee 1, Wis., U.S.A.



## Answers to Games Strategy on Page 20

1. Solution to the Product Development game.

As the Van Wyck vice president you would decide to develop the Philotron. Here's what your pay-off box should look like:

	Cassidy		
	I. Does	II. Doesn't	
I. Does	\$70,000	\$20,000	\$29,000*
Van Wyck			
II. Doesn't	\$50,000	\$0	\$50,000
	\$70,000	\$20,000*	

Van Wyck wins the safest amount (\$20,000) when using Strategy I, and Cassidy takes the most reasonable loss (\$20,000).

2. Solution to the Trade Show Game. Wiley shouldn't bid for the convention. This is the course which involves

the least loss of Wiley Prestige. Here's what the payoff matrix looks like:

	Stegman		
	I. Bids	II. Doesn't	
I. Bids	-8	0	-8
Wiley			
II. Doesn't	-4	3	-4*
	-4*	3	

This situation shows that sometimes even Game Theory can't make a losing situation into a bed of roses. But it can show you how to minimize your losses, or, in other words, make the best of a game with a stronger opponent.

## DON'T GAMBLE WITH PRECISION...



## SPECIFY Fischer AND WIN EVERY TIME!

With competitive pressures of a buyers' market squeezing every extra cent out of production costs, anything that increases assembly or fastening times automatically affects profits. That's why you can't risk playing "shell games" with fastener suppliers. You have to be sure that you're getting the best on all counts.

As the leading producer of precision turned brass and aluminum nuts, Fischer combines in-plant tolerances that exceed industry standards, electronic order processing systems and unique custom machinery to assure you of premium quality... on-schedule delivery... competitive pricing on each job.

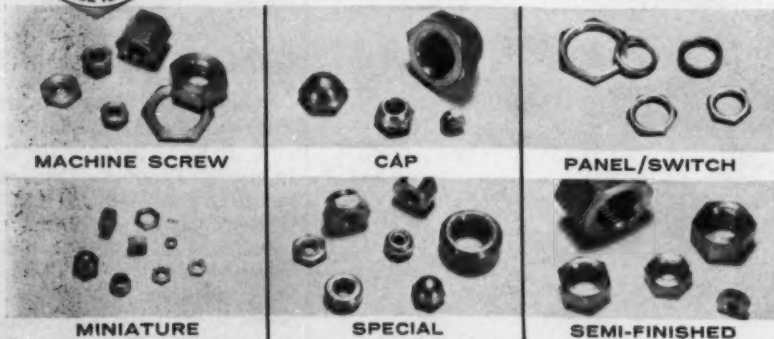
Whatever your precision nut requirements... standards, specials or miniatures... there's no gamble when you specify: FISCHER.



there's no premium for precision at

**Fischer**

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## Cleveland Graphite Bronze Gets Set to Market New Ignition System Smaller Than Man's Fist

New York — Cleveland Graphite Bronze Div. of Clevite Corp. has announced a new ignition system that produces a constant 20,000-volt charge without magneto, points, coil, and condenser.

Smaller than a man's fist, the device utilizes two ceramic parts that convert a single, short motion into a heavy spark. Clevite named its product a "Spark Pump" because it produces a spark each time pressure is applied to it.

### For Small Engines

Shown for the first time at the National Hardware Show last week, the pump was designed for small gasoline engines used in power lawn mowers, outboard motors, portable generators, and other compact power equipment.

Clinton Engine Corp., first manufacturer to adopt the device, is using it on its 1961 Clintalloy line of power lawn and garden equipment. The entire ignition system utilizing the device consists only of the Spark Pump, a switch, and a spark plug.

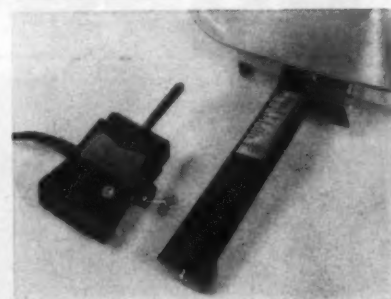
Clevite said that in addition to simplifying the ignition process, the Spark Pump produces a constant high voltage at all engine speeds. A single turn of the starting cord starts the engine, and complex starting mechanisms are thus eliminated.

A phenomenon known as piezoelectric-

ity is the basis for the new power source. Some natural crystals, such as quartz, will emit a tiny electric current when twisted or bent. Such crystals, cut into thin slices, have been used as pickup elements to translate phonograph needle vibrations into electrical impulses that can be amplified. Clevite discovered how to grow such crystals artificially and developed "PZT" ceramic materials that do the work better than the natural crystal.

Clevite said the "possibilities of the Spark Pump are by no means fully explored." The device might be used for ignition in multi-cylinder engines in the future, but the company is not yet certain about all its potential applications.

The Cleveland Graphite Bronze Div. of Clevite will complete and assemble the ignition "pump" and market it to engine manufacturers.



## Tariff Group Plans Study Of Synthetic Fiber Imports

Washington—Synthetic fiber imports—including nylon, rayon (except acetate), and others—will be studied by the Tariff Commission to determine whether foreign competition is injuring domestic industries, the commission announced last week.

The investigation is under the escape clause provisions of the Reciprocal Trade Agreements Act, following a secret finding of the so-called peril point below which U. S. international tariff negotiators at GATT meetings in Geneva may not lower U. S. duties.

The implication of the investigation is that the peril point already has been passed, and that U. S. import tariffs are too low on these fibers.

## Purchase for Profit!

Specify Chicago Molded

Unlike ordinary utensil handles, the handle for this new Toastmaster Fry Pan is molded in one piece. No cracks, crevices or screw holes for food to lodge in. Simple, speedy assembly, too. Both the handle and the removable automatic heat control are molded of Bakelite phenolic material designed for strength, maximum heat resistance and insulation. Its lustrous finish is readily washable and is unaffected by chemicals, acids and food stains. Here's another example of smart buying—which is to say, specify

**CHICAGO MOLDED PRODUCTS CORPORATION**  
1020-J North Kolmar, Chicago 51, Ill.

Specify...  
...end your  
delivery problems!

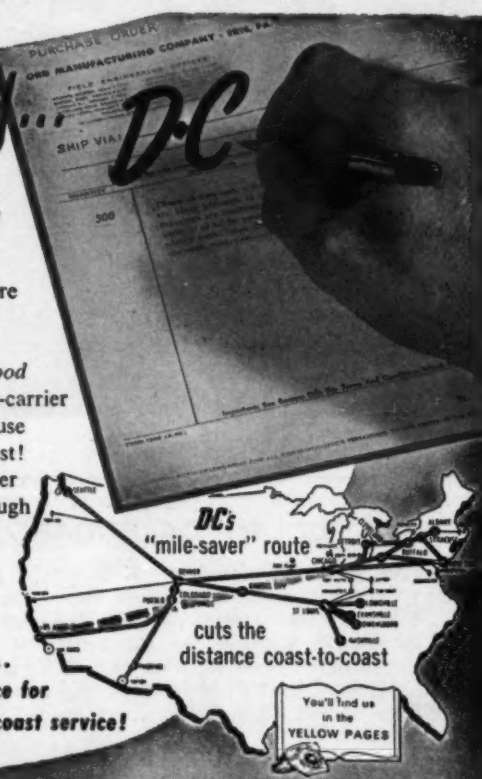
Why? Because D-C takes the entire responsibility for delivering your order for parts, materials, or merchandise on time and in good condition. Only D-C can offer one-carrier responsibility coast-to-coast because only D-C goes direct coast-to-coast! One-carrier handling... one-carrier control... non-stop, straight-through service all the way on D-C equipment... cuts 20% off running time... assures you on-time delivery every time!

Specify the Dependable Carrier...

D-C... coast-to-coast choice for coast-to-coast service!



**DENVER CHICAGO TRUCKING CO., INC.**  
the ONLY direct coast-to-coast carrier!





## Kefauver Committee to Report on Identical Bids

Washington—Sen. Estes Kefauver's Antitrust Subcommittee will issue a report early next year on identical bidding for government contracts—primarily the Defense Dept. and the Tennessee Valley Authority.

A subcommittee official said the Defense Dept. for some time has been sending to the Senate group bids on a specified number of products—mostly big items—for the subcommittee to analyze. These are being compiled by the committee and, according to the committee spokesman, indicate a pattern of identical bidding on defense contracts. "And these are secret bids," he commented.

"This is a problem that has haunted every man who has done government buying. We're trying to find why it happens and how it comes about," said the subcommittee official.

A compilation of bids submitted to TVA will also be included in the report. It will include not only bids for power equipment, but also on cement, steel, chemicals, and other products purchased by TVA.

The subcommittee last year held hearings in Knoxville, quizzing TVA officials about identical bidding. Originally, the committee anticipated holding hearings in Washington but now has decided that sufficient information can be collected and put into the report so that hearings now

are thought to be unnecessary. Timing on when the report will be issued is uncertain. Subcommittee staff members have not yet completed a first draft of the study, and the final report must be approved—or dissented to—by the members of the subcommittee.

Related to the subcommittee's work on identical bids is a grand jury now sitting in Philadelphia which has handed down numerous indictments charging major companies in the heavy electrical equipment industry with rigging

bids to government agencies. The most recent of these indictments was handed down in mid-September and was the 20th in a series starting in February. A total of 29 companies is involved.

The Philadelphia investigation was launched last year after TVA complained that "for many years" about 50 of its suppliers had been making identical bids on a wide range of items. Manufacturers assert that identical bids usually result from quotations on standard shelf items and come from regular list prices.

## Newly-Formed CPR International Starts Production at Torrance Plant

Torrance, Calif.—Over half a million pounds per day of urethane polyester base is being produced by the newly-formed CPR (Chemicals Plastics Research) International Corp., President T. P. (Pat) Dougan announced.

Other urethane chemicals and formulations will also be offered by the company later this month when installation of equipment is completed at its plant here.

The six-and-a-half acre plant

will turn out fabricated products and formulations for the aircraft, missile, marine, heating, airconditioning, packaging, construction, and furniture industries. Included are rigid and semi-rigid urethane foams, rigid and semi-rigid solid urethanes, urethane elastomers and coatings, sealants, and electrical potting compounds.

Special equipment now being installed will be capable of producing flexible urethane foam stock up to 80 in. wide.

## BUYERS' GUIDE... BUSINESS GIFTS....

FOR CUSTOMERS — EMPLOYEES — ANNIVERSARIES  
INCENTIVE PLANS — OPENINGS — SHOWS  
AND OTHER OCCASIONS

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Our fine crafted cuff links, tie bars, money clips, or key chains are exact miniature reproductions of business cards, signatures, emblems, or your own custom design. Deep, sharp etchings are filled with matching color and show even the smallest lettering and detail. Finished in beautiful and durable brushed silverchrome or gold, these will last many, many years. Truly a fine and appreciated gift for Christmas and other occasions.

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## Mixed Trends Keep Business Unsettled

LEADING INDICATORS	WHAT THEY PREDICT	Current Outlook	Outlook 3 Mos. Ago
P.W. Price Barometer	Imminent changes in over-all demand.	→	→
P.W. Overtime Hour Index	The urgency of meeting delivery schedules.	↓	↑
Day's Supply	Future inventory policy and trends.	↓	→
Ratio: New Orders/Sales	Trend in manufacturing backlogs and hence business activity.	↓	↓
Ratio: Stock/Orders	Effect of orders on production schedules.	→	→
Business Births	Opportunities available for new business.	↑	↑
Business Failures	Relative health of business community.	↓	↑
Industrial Stock Prices	Wall St. appraisal of business outlook.	↓	↑
Plant & Equipment Spending	Future capital spending plans of the nation's businessmen.	→	↑
Machine Tool Orders	Business feeling about future economic climate.	↑	→
Construction Awards	Future over-all construction activity.	↑	↓
Housing Starts	Near-term residential building activity.	↑	→
Consumer Attitudes	Sentiment and inclination to consume over next few months.	↓	↓

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## Economic Prophets See

(Continued from page 1)  
production and shipments continue to fall off.

Any further declines in these later measures could push days' supply in the key hard goods area to over 70 days—compared to 60 at the beginning of this year. This would certainly be the signal for another wave of inventory piling.

• **Plant and equipment**—Spending in this key sector has already leveled off after an early 1960 spurt. And the consensus is that a 5% to 10% decline—spearheaded by railroads, mining, and manufacturing—is in the cards for next year.

Such a drop would certainly

be felt all the way down the production line. It would mean less demand for machinery, component parts, and both ferrous and non-ferrous metals.

• **Automobiles**—There's a definite possibility of a dropoff in sales for next year. For while Detroit is optimistically predicting another 6.5-million year, consumer attitude polls seem to contradict this.

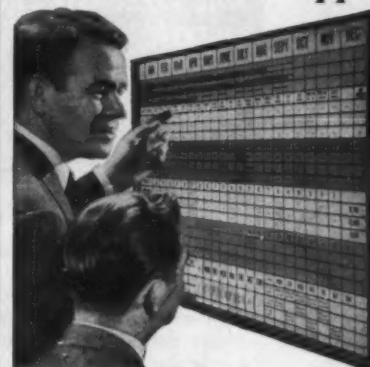
These surveys—which are usually quite accurate—show consumers increasingly hesitant about shelling out large sums of money on "big ticket" consumer items such as cars and appliances.

Administration officials are less bearish about the outlook:

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# Uneasy Moments in Next Six Months

**Robert B. Anderson**, Treasury Secretary, concedes that there are economic soft spots, such as unemployment and low steel output. But he feels that the recent easing by the Federal Reserve and healthy construction will quickly reverse this trend.

**Raymond J. Saulnier**, Chairman of the President's Council of Economic Advisors, is even more optimistic. He denies that the economy is even in a recession and he notes "no structural condition, no excesses, that should be obstacles to achieving further substantial advances."

**Douglas Greenwald**, McGraw-Hill's Manager of Economic Services, offers a view somewhat centered between those of Butler and the Administration.

While remaining cautious about the next six months, Greenwald feels "the recovery following the drop in business should easily carry the total volume of activity to a new record high for the year 1961 as a whole." But before this happens, Greenwald anticipates "some further business let down in the early months of 1961 when the downs—capital investment, consumer spending on durable goods and further inventory reductions—will more than offset the ups—consumer spending on soft goods and services, new housing, and government expenditures."

**Charles S. Kellstadt** of Sears Roebuck & Co., thinks the current adjustment is the most severe of the post-war period and that American industry is being particularly cautious.

An informal PURCHASING WEEK survey of Midwest hard goods producers finds almost complete agreement that activity in the first half of 1961 will fall below 1960 levels. This caution is borne out by forecasts of specific industries:

• **In steel**, H. V. Clark, executive vice-president of the Detroit Steel Corporation, for example, sees 1961 steel ingot production at only 105 to 110-million tons. That's unchanged from this year's disappointing rate.

• **In construction**, which is one of the stronger segments in the economy, year-to-year comparisons will not be favorable. Dr. George Cline Smith, of the F. W. Dodge Corp., believes "construction may not have quite so good a year in 1961 as in 1960." But he's more optimistic about the second half where he sees "some improvement getting under way."

• **In non-ferrous metals**, much of the same bearishness is apparent. Industry sources see further voluntary curtailment of copper output accompanied by some price declines.

And even where gains are expected, they will be small.

• **In chemicals**, for example I. H. Munro, vice-president of Allied Chemical Corp., doesn't expect 1961 gains to come close to this year's 9% increase.

Further bearish trends are pointed up by PURCHASING WEEK's quarterly review of lending business indicators (see opposite page).

Six of the 13 indicators now point down. Contrast that to last February when almost all (10 out of 13) were pointing toward increased activity.

In addition to the above noted

weaknesses on inventories and business and consumer spending, the barometers reveal these other danger signs:

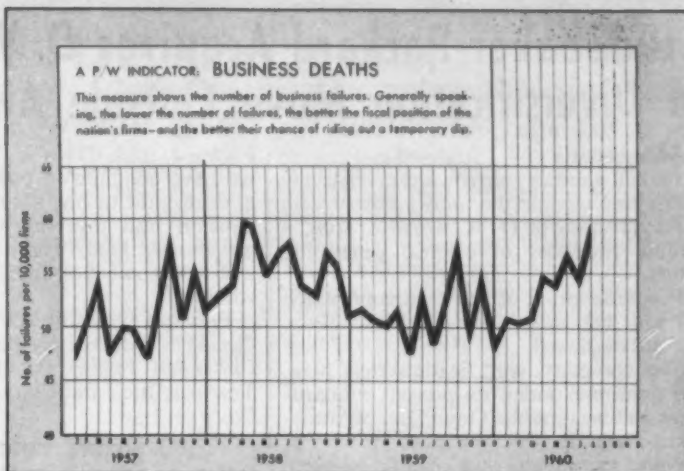
• **Business failures**: According to latest Dun & Bradstreet figures, close to 60 out of every 10,000 firms failed in August. That's substantially above the 51 out of 10,000 that bit the dust in January and February of this year (see chart at right).

More important, the liabilities of these failures are also soaring. Dun & Bradstreet notes that dol-

lar liabilities surged to \$97.6-billion in August—a volume exceeded only once in recent years.

• **Stock Market**: September averages (Standard & Poor's 425 industrials) show a slippage of 7% since January—and are now 10% below the July 1959 peak.

Of course, a lot of elements enter into stock market fluctuations. But the consistent decline this year—climaxed by the sharp dip a few weeks ago—can only mean one thing: Wall Street is also betting on a mild recession.



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## Studebaker-Packard Acquires D. W. Onan In Diversification Move Outside Auto Field

**Minneapolis** — Studebaker-Packard has taken another step toward diversifying operations outside the auto industry with the acquisition of D. W. Onan & Sons, a leading producer of electric generating plants.

Purchase price of the company which last year had sales of nearly \$15-million, was not disclosed.

The company, with headquarters here, will continue under its present management and become the Onan Div. of Studebaker-Packard.

Onan manufactures a complete line of gasoline and diesel power plants from 500 watts to 130 kilowatts for primary, emergency and marine electric service. Allied products include engine-compressor packages for mobile refrigeration, transistor inverters for uninterrupted power for microwave systems, and gasoline and diesel engines.

In disclosing the acquisition, Clarence Francis, board chairman of Studebaker-

Packard, said, "This is the fifth company we have acquired in our long-range program to add to our earnings through expansion and diversification outside the automotive field. These five acquisitions will add some \$60-million of total sales volume."

Previous acquisitions by the firm include Gering Products, plastics manufacturer; Cincinnati Testing Laboratories, Gravely Tractors, Inc., and Clarke Floor Machine Co.

## White Motor-Oliver Merger Up for Stockholder Approval

**Cleveland**—White Motor Co. will add four manufacturing locations if the proposed acquisition of Oliver Corp. is approved by owners of both companies.

Oliver Corp., manufacturer of farm equipment, operates plants in Charles City, Iowa; Battle Creek, Mich.; South Bend, Ind., and Shelbyville, Ill.

White plans to operate Oliver as a subsidiary with headquarters in Chicago, according to a proxy statement sent to stockholders.

The acquisition, a stock plus cash deal, would add \$87-million based on 1959 sales, to White's \$333-million annual business.

## Vermont Seeks Railway Probe

**Montpelier, Vt.**—The Vermont Public Service Commission has asked the Interstate Commerce Commission to investigate the operations of the Rutland Railway Corp. as the result of a proposed freight service reduction.

Chairman Charles R. Ross asked the ICC to determine whether a cut-back in freight service proposed by the railroad is "unjust or unreasonable."

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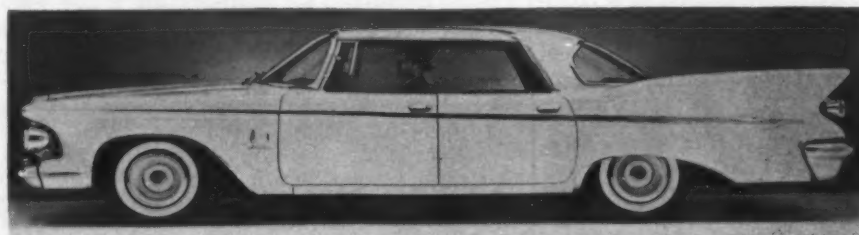
## Automotive Perspective

(Continued from page 38)

to conceive of the 12,000 mile guarantee, actually had planned on a 30,000-mile warranty, but bowed in deference to Ford management.

**Summary:** 430 cubic inch 300 hp. V-8 is the only available engine. It requires premium fuel. Tires—8.20 x 15.

**Price:** To be announced, but the target for the sedan is about \$6,100.\*



The Imperial

Chrysler's prestige model the Imperial, continues with little mechanical change for 1961. Professional stylists give it a high rating for its classic lines, emphasized by a set of dual, free-standing headlamps and generally uncluttered trim.

It is the only car in the Chrysler line to retain chassis-type construction, but like the others, Imperials feature torsion bar front suspension. Automatic transmission, power steering, and brakes are standard on all models.

These cars are built at a leisurely pace (18,000 units a year) in a renovated Detroit plant that formerly belonged to Graham-Paige. There are two full-time quality control inspectors for every 15 workers. All cars are test-driven prior to dealer shipment.

All bodies are mounted on a 129-in. wheelbase with an over-all length of 227 in. Width of 81.7 in. is technically illegal in at least 7 states and provinces of Canada. Interiors of the Lebaron series in particular are perhaps the most luxurious in the industry.

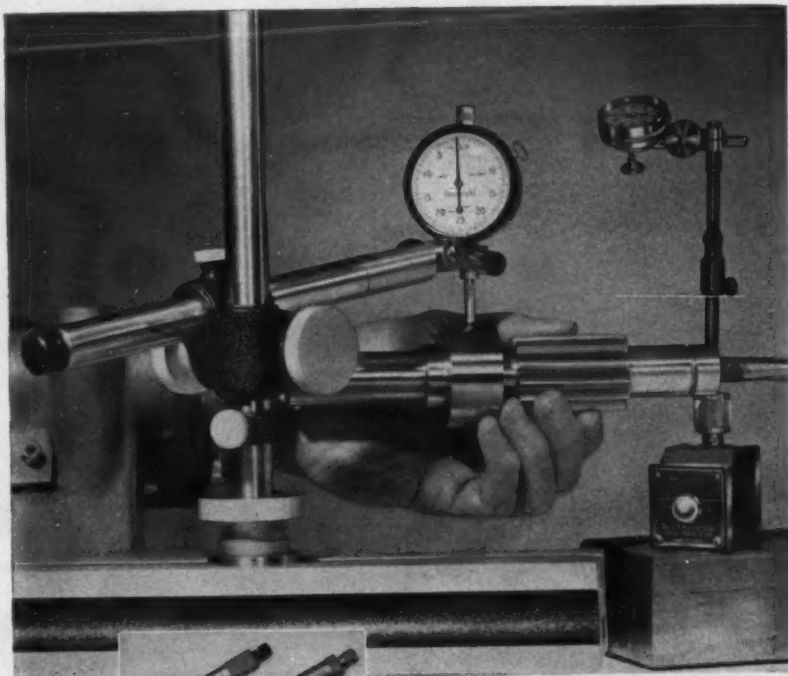
Engine is a time-proved V-8 of 413 cubic in. and 350-hp. It requires premium gasoline. A mechanical feature of interest is an alternator that replaces the conventional generator. This device provides ample current, even at idle, and has no brushes to wear out.

**Summary:** Engine—350-hp. U-8 basically unchanged, is standard equipment. Gasoline—premium. Tires—8.20 x 15.

**Price:** Four door sedans in three different series range from \$4,654 to \$6,426.\* The first price represents an \$80 increase; the second, a \$108 increase.

\* Estimated prices, based on equivalent 1960 models, are projected for cheapest models in line and exclude transportation, handling charges, taxes, and optional equipment.

Don MacDonald  
McGraw-Hill Detroit Bureau



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# Copper and Brass Gear for Sales Push After Lowering Prices by Three Cents

(Continued from page 1)  
mately 10% of the domestic market. Many mills, however, either have or are in the throes of announcing across-the-board reductions of as much as 3¢/lb. on their products, as a result of the producer price cut.

Kennecott Copper Co. was the first producer to announce the reduction to 30¢/lb. Phelps-Dodge Copper Co. immediately followed suit.

Producers had been under severe price pressure from the domestic custom smelters, who had reduced their price from 33¢/lb. to 31¢/lb. a week earlier, following a major price tumble on the London Metal Exchange.

Traditionally domestic copper is sold at 2¢ higher than London prices, because of the cost of transatlantic transportation. The London price, however, had slipped to the equivalent of 26¢/lb., and American Smelting and Refining Co. took the lead in cutting its price.

## Hoped to Maintain 33¢ Level

Producers, however, had hoped to maintain the 33¢/lb. level until the end of Anaconda Co.'s Chilean mine strike, now tying up some 9% of the world's total copper output.

What broke the back of the copper producers' stand, some observers feel, was the strike by the United Electrical Workers' Union, forcing a shutdown of 44 of General Electric Co.'s 166 producing plants. General Electric accounts for 6% to 7% of the nation's copper consumption.

Last week's producer price cut was immediately followed by announcements that brass mills would pass their reductions along to their customers.

Mill cuts ranged from less than a cent to a flat 3¢ hike. Typically affected by the price drops were such items as copper sheet, in widths over 24 in., down from 57.13¢/lb. to 54.13¢/lb.; yellow brass wire, down from 50.86¢/lb. to 49.06¢/lb.;

free cutting brass rods, down from 36.06¢/lb. to 34.38¢/lb.; and copper seamless tubes, down from 58.32¢/lb. to 55.32¢/lb.

## Other Price Changes

There also were important price changes in these other areas of the non-ferrous metals industry:

● **Busbar.** American Brass Co. kicked off an industry-wide 2¢/lb. price cut in busbar in the face of stiffening domestic competition and reduced consumer demand. The cuts, effective before the reductions in other mill products were announced, apply to all sizes of the rectangular drawn copper bars used in the electrical industry for switchboards, power control panels, and electrical re-finishing and plating operations. American officials declined to state whether the 2¢ cut would be followed by an additional chop to reflect the new copper prices.

● **Beryllium.** Beryllium Corp. earlier announced a series of price adjustments ranging from hikes of 4¢/lb. to cuts of 6¢/lb. on beryllium. The company said the increases were due to increased costs and attributed the cuts to new, more efficient production equipment.

In general, ingots and billets of beryllium copper were boosted 3¢/lb., while rod and bar went up 4¢, including a 2¢ advance in the base price.

Although base prices for beryllium strip remained unchanged, a new schedule of extras will, in effect, reduce net prices for some consumers while raising them for other buyers.

## Lead, Zinc, Aluminum Pressed

In other areas of non-ferrous metals, sagging sales were putting zinc, lead, and aluminum producers under the heaviest pressures they've felt in many months.

September zinc shipments slumped some 7% below August, and many zinc producers expressed pessimism about the price outlook for their end of the industry.

Bunker Hill Co., representing 7% to 8% of American production, has been out on strike since May, while New Jersey Zinc Co.'s two producing plants in Palmerton, Pa., and Depue, Ill., have been tied up since August. New Jersey accounts for 10% to 15% of the domestic market.

Despite these tieups, however, buyer demand has been dull, and zinc shipments have gone down over the last month, as lowered steel output reduced the sales for making galvanized.

"The truth of the matter is if we ever settle these strikes," a zinc company official told PURCHASING WEEK, "we'll be so overproduced, we'll have to lower prices."

## Lack of Customer Pressure

He said the basic reason the strikes continue to drag on is "lack of customer pressure for a settlement. The consumer isn't being hurt enough. There's just not enough demand."

Lead output also tumbled in August because of strikes at a group of Idaho mines. Current 1960 production adds up to a dropoff from last year's 253,260 tons, lowest in 60 years.

Similarly, in aluminum, producers have been hard hit by this year's slowdown in housing starts, and with another slow building season approaching, production capacity, down 3% to 82% during the third quarter, is expected to be reduced to 80% of capacity for the fourth quarter.

Even tin, which enjoyed a 1/2¢ price rise on news of delayed arrivals, remains singularly free of any active trading on the New York market, with most buyers frankly uninterested in the commodity at current prices.

## Late News in Brief

### Yale & Towne Workers Strike

**Philadelphia**—Some 1,600 shop workers resumed work here last week, ending a two-week-old wildcat strike at Yale & Towne's Forklift manufacturing plant. The strike, which began Sept. 26, ended when the company rescinded the "disciplinary layoffs" of some 105 workers who, the company says, had refused to adhere to new work-production standards.

### Switchgear Tags Cut

**Pittsburgh**—Westinghouse Electric Corp. announced reductions of about 10% last week in prices of indoor and outdoor metal-clad switchgear and low-voltage, metal-enclosed switchgear. The new prices are available in two Westinghouse catalogs now being sent out to the company's customers.

### Space-Age Glass

**Dayton, Ohio**—Owens-Corning Fiberglass Corp. and the U.S. Air Force announced last week the successful development of a new glass fiber with "approximately 50% greater rigidity and no sacrifice in strength." Known as "high modulus glass," the new fiber will permit important weight savings in developing aerospace vehicles and missiles through its use as a reinforcement in structural plastic laminates, the company stated.

### Court Upholds Status Quo

**Detroit**—A U.S. District court here ruled last week that the Erie and the Delaware & Western railroads must preserve the job status quo on their lines or face a court order preventing the merger scheduled to take place today. Union leaders charge that the merger would mean loss of 2,000 jobs and transfer of some 2,000 additional workers to new posts.

## Japanese Firm Wins TVA Award Over U. S. Bidders

**Chattanooga**—The Tennessee Valley Authority has awarded a Japanese concern a contract on electrical insulators after an unsuccessful attempt to upset identical bidding by five U.S. manufacturers.

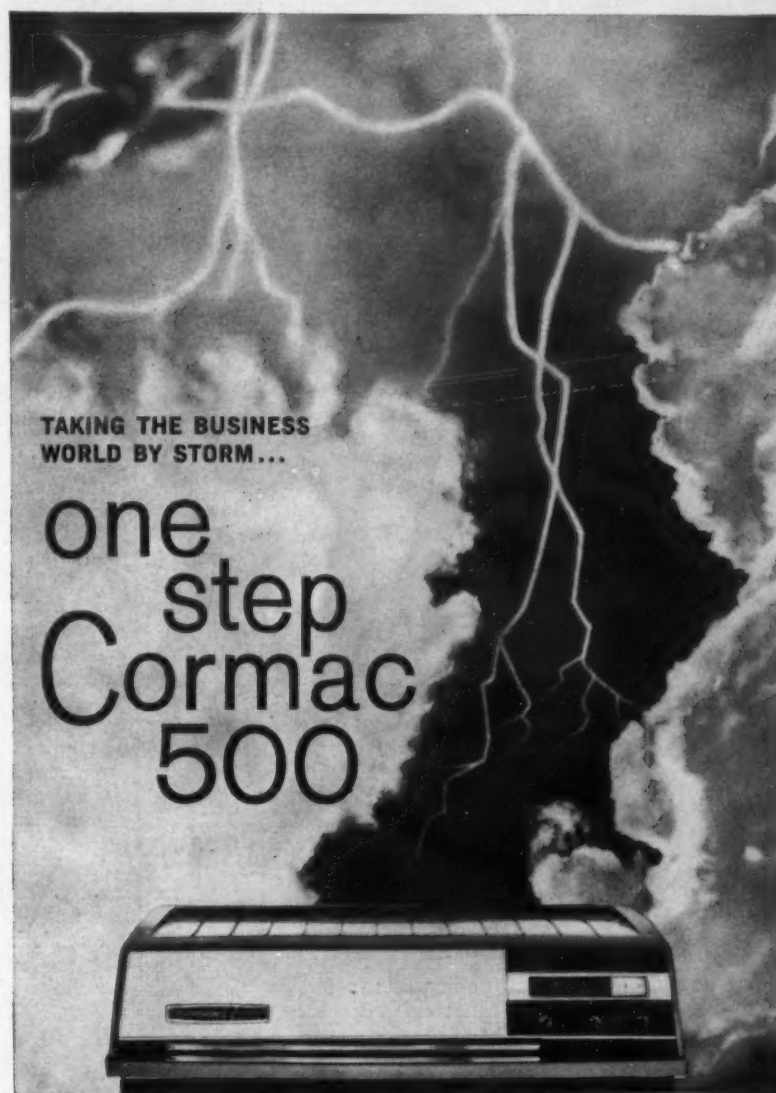
TVA made the award, the first to a foreign firm on this product line, after readvertising failed to change the bidding pattern which included the five identical bids.

The contract went to N.G.K. on a \$72,135 bid by its U.S. representative, Mitsubishi International Corp. of New York. Counting inspection costs and the "Buy American" differential, the evaluated bid came to \$82,471 compared to the lowest U.S. bid of \$91,200 and five bids of \$92,625.

In the first attempt to fill an order for 10-inch suspension insulators, TVA received six bids by U.S. producers at \$3.25 per unit and one at \$3.20, on a lot of 18,000. The Japanese firm had bid \$2.55 per unit.

In an attempt to avoid going overseas, TVA rejected all the bids and readvertised. TVA Chairman Herbert D. Vogel declared at the time, "We believe it is within power of American industry to meet foreign competition in any field if it will but make a sincere effort to become truly competitive within itself."

In the new bidding, TVA raised the lot to 38,500 to make the award a little more inviting. However, when bids were opened it found five U.S. firms held to the \$3.25 unit, one went up to \$3.275, another held at \$3.20. N.&K. bid \$2.52 on 18,000 units and \$2.55 on 10,500 units.



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# GE Keeps Supplies Flowing Despite IUE Strike

(Continued from page 1)  
six months. On heavier, custom-built equipment, the company was quoting normal delivery schedules.

Said the company: "We are very much in business and confident we shall be able to continue to supply our customers' needs."

Meanwhile, Westinghouse braced for similar strike action by the IUE. The company had offered the union a three-year agreement similar to the one offered by GE, but negotiations bogged down over job security, wages, unemployment benefits, and other issues.

GE prepared for the strike by making arrangements for outside warehousing for some products.

In the Chemical Materials Dept., for example, only a handful of production personnel crossed picket lines at the Pittsfield, Mass., plant, but GE said the department's products were warehoused nearly 100% outside the plant before the strike began.

Should the walkout exceed two months, however, Chemical Materials expected to be in trouble. As a hedge, the department began seeking new sources of supply for its customers and making arrangements with other companies to co-produce certain products.

Another unit, the Wire and Cable Dept. at Bridgeport, Conn., reported its biggest trouble was cancellations. The department said nearly all of its workers were crossing the picket lines and that production lines were operating at almost normal capacity.

"We are in a position to take some new business," an official of the Wire and Cable Dept. told PURCHASING WEEK, "but we must deal with each order as a separate item, generally on a four to six-week delivery basis. Most customers are not used to waiting beyond two weeks."

The department said it had critical supply areas but could draw wire, if necessary, from the Lowell, Mass., plant which was not affected by the walkout.

Here's a brief rundown of the situation in other key departments in the Chemical and Metallurgical Division:

• **Silicone Products Dept.** at Waterford, N.Y., reported some production and said it was taking care of customers from finished

stock inventories out of regular commercial warehouses.

• **Conduit Products Dept.** was affected in varying degrees. Rigid conduit (pipe), produced at the lightly-struck Bridgeport plant, was reported moving at a good rate. But underfloor duct, produced at New Kensington, Pa., faced eventual delivery problems. Electrical metallic tubing, manufactured in the Niles, Ohio, plant, where the company has a contract with the United Steel Workers Union, was not affected by the walkout.

Here's the situation in the GE Electrical Components Division, where a widely-scattered plant setup for semiconductor and rectifier production has proved an asset to the company:

• **Semiconductor products** are manufactured at five GE plants. Only one of them, Syracuse, was affected by the strike, but output there was largely a pilot operation. The mass manufacturing locations are Buffalo and Clyde, N.Y. Two shipping locations, Auburn, N.Y., and Lynchburg, Va., were not affected by the strike.

The Schenectady local, largest of the striking IUE units, originally voted against the strike but later decided to go along with the national union. However, at a mass meeting last week, the local members authorized their officers to end the walk-out whenever they saw fit. There was no immediate action by the local officers.

• **Rectifier components** are manufactured at three plants not affected by the strike: Clyde, Auburn and Lynchburg.

• **Power Tube Dept. and Receiving Tube Dept.** are in struck plants, one at Schenectady plant, the second in Owensboro, Ky. But both were reported meeting delivery schedules.

Here is the situation in brief in other key areas:

• **Distribution Transformer Dept.** reports no significant slowdown in deliveries, due to its three-plant spread. Production, halted at the Pittsfield plant, but the Hickory, N.C., and Oakland, Calif., plants were operating.

• **Steam turbines** for permanent installations are manufactured principally in Schenectady. GE said it believed a shut-down of one or two months would not affect utility company orders.

• **Marine steam turbines**, produced in the non-operating Lynn, Mass. plant, also faced a dim outlook if the strike is prolonged. The same applied to power transformers at the Pittsfield, Mass., plant.

• **Communications Products Dept.** is headquartered in the non-struck Lynchburg, plant. Its technical products operation, however, is located in Syracuse, but said it could ship light valve closed-circuit TV projectors on time and expected to meet other shipment dates near to or on schedule.

• **Lamp Division** reported it would be able to produce key lines such as fluorescent, incandescent, flash bulb, sealed beam, miniature and Christmas products for some time to come. It expected to hold to its normal five-to-six-month supply of high-volume finished products, such as household and automotive bulbs. Minor shortages may occur, but current inventory and inventory controls should minimize inconveniences through the end of the year. GE said 17 of the division's plants out of the total 39, were affected by the strike. The division reported that 11,000 of its 17,000 employees were at work.

## FTC Chairman Warns National Contract Prices May Violate R-P Law

(Continued from page 1)  
price discrimination against small, local competitors, Kintner said, and large buyers can be held responsible if they solicit their suppliers to give them national prices.

Kintner did not say that all such agreements constituted R-P violations. But he did say that care should be taken in arranging such contracts.

"I recognize that a seller may be tempted to violate the Robinson-Patman Act by offering to sell and by selling on a 'national account' basis at discriminatory prices to void losing the large volume of business that may be involved," the FTC chief said. But he said it should be noted that "this is just such a practice that the Robinson-Patman Act was designed to prevent."

The FTC, he said, is "de-

This Week's

# Purchasing Perspective

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is to provide manufacturers and fabricators using only comparatively small amounts of steel with regional service.

The fast-moving needs of a West Coast missile or aircraft maker, for instance, make a Los Angeles or San Francisco warehouse virtually imperative for an East Coast producer—especially on the more sophisticated steels being used in missiles, jets, and atomic power plants. Jessop—which only a few years ago had no warehouse facilities—now has five to keep its specialty customers happy.

• **One of the most import trends of the year in the container industry is the move to decentralized production and local warehousing facilities.** Vern I. McCarthy, Jr., president of Vulcan Containers, sums up recent developments in his industry as an attempt to give customers "personalized" service and to avoid supply shutoffs during strikes or as a result of disasters.

Container manufacturers also are increasing their technical staffs—i.e., more sales engineers doubling as salesmen—to give technical advice in any customer field.

• **ON THE LINE—Where many companies shun discussion of the practice of "reciprocity," Texaco gives it a straight forward, above-board treatment in the latest issue of oil company's house organ, the Texaco Star.**

In an article stressing the importance of "big business" purchases to "little business" enterprises, Texaco stresses its emphasis on its divisional buying activities, a set up designed to take advantage of strong, local supply sources.

Noting that it provisions crude oil tankers on Pacific Northwest coastal runs from a Seattle meat company, Texaco points out that the provisioner also is a purchaser of Texaco gear oils and greases for his 140-vehicle truck fleet. That comment introduces another factor that goes into Texaco purchasing's selection of suppliers: "trade relations, a system of buying wherever possible from suppliers who are also Texaco customers."

Other factors (how good, how soon, how much) being equal, it is logical—says Texaco purchasing—that the "company should buy goods and services from those companies that buy Texaco's petroleum products."

• **BUYERS GUIDE—Point to remember in buying from overseas suppliers: Southern European traders expect hard bargaining while Northern Europeans submit a firm price not subject to negotiation.** . . . Oil equipment suppliers, long singing recession blues, believe sales of equipment and supplies abroad may go up as much as 10% next year, according to McGraw-Hill's *Petroleum Week* . . . the Los Angeles Chamber of Commerce provides an extensive source file service for area commercial and industrial buyers. The chamber maintains a 10,000 card file index listing manufacturers, agents, and distributors. The easy-reference file is used an estimated 6,000 times a year by L. A. area engineers and buyers in search of a product or service.

terminated to make continued use unprofitable." Kintner said the commission is investigating a "substantial" volume of complaints of alleged buyer violations of Robinson-Patman, and the number "appears to be growing from month-to-month."

As of Aug. 31, FTC had 495 pending investigations of alleged Robinson-Patman violations, plus additional complaints dealing with possible buyer inducements of advertising allowances or special services which are prohibited by the act.

Kintner advised boning up on the law's provisions to avoid stepping outside the boundaries of the law (see P.W., Oct. 10, '60, P. 1).

The 5th district conference brought purchasing men from six states and the District of Columbia here for two days to discuss the economic outlook, purchasing techniques, and purchasing personnel selection and training.

In a look ahead at the steel industry, Jessop Steel President Frank B. Rackley warned buyers to expect higher steel costs in

coming months. "The steel industry must have relief and it's only a matter of time until we find it necessary to increase prices," he said.

Rackley, who has headed the Washington, Pa., specialty producer since 1950, also emphasized the industry's shift in marketing policy—the move to more warehouse outlets to meet customer's more sophisticated steel needs.

"You will find yourself buying more and more from steel service centers," Rackley said, noting that he just returned from Los Angeles where he signed papers to purchase a warehouse property (Jessop's fifth) that will enable Jessop to better serve its aircraft and missile customers on the West Coast.

Producers are expanding warehouse facilities to provide faster deliveries, combat foreign competition, and "to make it economically feasible to beat the bushes for small customers," Rackley said. Producers cannot continue to depend on mill sales if they hope to increase penetration of the steel market."

## Price Changes for Purchasing Agents

Item & Company	Amount of Change	New Price	Reason
<b>INCREASES</b>			
Phenolic resins, G. E., lb.	.01	....	
Decahydronaphthalene, lb.	.07	.76	Naphthalene short
Tetrahydronaphthalene, lb.	.03	.43	Naphthalene short
Tin salts, potassium stannate, lb.	.005	.789	Metal firmness
Sodium stannate, lb.	.006	.648	Metal firmness
Tin crystals anhyd, lb.	.006	\$1.013	Metal firmness
Cadmium selenide colors, major producer, lb.	.05	\$1.21-\$2.58	Metal hike
Cadmium ball anodes, lb.	.10	\$1.50	Metal hike
<b>REDUCTIONS</b>			
Copper busbar, lb.	.02	....	Competition
Gum turps., So., gal.	.015	.45	
Polyethylene film, med. density, ludlow, 1000 sq. in.	.08	.55	Competition
Copper sulfate, crystals, crlts., cwt.	.75	\$12.25	Metal cut
Tribasic, crlts., cwt.	\$1.50	\$28.10	Metal cut
Mercury, 76-lb. flask.	\$1.00	\$207.00	Low demand
Copper, electrolytic, producers, lb.	.03	.30	Oversupply
Stearic acid, pressed, bags, lb.	.005	.1525	



# Use this IMPERIAL tube fitting chart... select from industry's widest line

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Brass  
COMPRESSION  
Brass  
4-POLY-FLO  
Brass  
NYLO-SEAL  
Nylon  
INVERTED FLARE  
Brass  
SAE 45°  
Brass  
JIC 37°  
Brass  
Steel  
Stainless steel

8. PRESSURE HOSE & REUSABLE COUPLINGS

FOOTNOTES: 1. Tubing should be double-flared.  
2. End of tubing must be outside flared to full size.  
3. TINGS are used in sizes over 1/2" or when used for Medium Pressures on sizes over 5/16".  
4. Recommendations are based on use with Poly-Flo Polyethylene Tubing.

SURGE CONDITIONS		5-1	5-2	5-3	5-4	5-5	5-6	5-7	5-8	5-9	5-10	5-11	5-12	5-13	5-14	5-15	5-16	5-17	5-18	5-19	5-20	5-21	5-22	5-23	5-24	5-25	5-26	5-27	5-28	5-29	5-30	5-31	5-32	5-33	5-34	5-35	5-36	5-37	5-38	5-39	5-40	5-41	5-42	5-43	5-44	5-45	5-46	5-47	5-48	5-49	5-50	5-51	5-52	5-53	5-54	5-55	5-56	5-57	5-58	5-59	5-60	5-61	5-62	5-63	5-64	5-65	5-66	5-67	5-68	5-69	5-70	5-71	5-72	5-73	5-74	5-75	5-76	5-77	5-78	5-79	5-80	5-81	5-82	5-83	5-84	5-85	5-86	5-87	5-88	5-89	5-90	5-91	5-92	5-93	5-94	5-95	5-96	5-97	5-98	5-99	5-100	5-101	5-102	5-103	5-104	5-105	5-106	5-107	5-108	5-109	5-110	5-111	5-112	5-113	5-114	5-115	5-116	5-117	5-118	5-119	5-120	5-121	5-122	5-123	5-124	5-125	5-126	5-127	5-128	5-129	5-130	5-131	5-132	5-133	5-134	5-135	5-136	5-137	5-138	5-139	5-140	5-141	5-142	5-143	5-144	5-145	5-146	5-147	5-148	5-149	5-150	5-151	5-152	5-153	5-154	5-155	5-156	5-157	5-158	5-159	5-160	5-161	5-162	5-163	5-164	5-165	5-166	5-167	5-168	5-169	5-170	5-171	5-172	5-173	5-174	5-175	5-176	5-177	5-178	5-179	5-180	5-181	5-182	5-183	5-184	5-185	5-186	5-187	5-188	5-189	5-190	5-191	5-192	5-193	5-194	5-195	5-196	5-197	5-198	5-199	5-200	5-201	5-202	5-203	5-204	5-205	5-206	5-207	5-208	5-209	5-210	5-211	5-212	5-213	5-214	5-215	5-216	5-217	5-218	5-219	5-220	5-221	5-222	5-223	5-224	5-225	5-226	5-227	5-228	5-229	5-230	5-231	5-232	5-233	5-234	5-235	5-236	5-237	5-238	5-239	5-240	5-241	5-242	5-243	5-244	5-245	5-246	5-247	5-248	5-249	5-250	5-251	5-252	5-253	5-254	5-255	5-256	5-257	5-258	5-259	5-260	5-261	5-262	5-263	5-264	5-265	5-266	5-267	5-268	5-269	5-270	5-271	5-272	5-273	5-274	5-275	5-276	5-277	5-278	5-279	5-280	5-281	5-282	5-283	5-284	5-285	5-286	5-287	5-288	5-289	5-290	5-291	5-292	5-293	5-294	5-295	5-296	5-297	5-298	5-299	5-300	5-301	5-302	5-303	5-304	5-305	5-306	5-307	5-308	5-309	5-310	5-311	5-312	5-313	5-314	5-315	5-316	5-317	5-318	5-319	5-320	5-321	5-322	5-323	5-324	5-325	5-326	5-327	5-328	5-329	5-330	5-331	5-332	5-333	5-334	5-335	5-336	5-337	5-338	5-339	5-340	5-341	5-342	5-343	5-344	5-345	5-346	5-347	5-348	5-349	5-350	5-351	5-352	5-353	5-354	5-355	5-356	5-357	5-358	5-359	5-360	5-361	5-362	5-363	5-364	5-365	5-366	5-367	5-368	5-369	5-370	5-371	5-372	5-373	5-374	5-375	5-376	5-377	5-378	5-379	5-380	5-381	5-382	5-383	5-384	5-385	5-386	5-387	5-388	5-389	5-390	5-391	5-392	5-393	5-394	5-395	5-396	5-397	5-398	5-399	5-400	5-401	5-402	5-403	5-404	5-405	5-406	5-407	5-408	5-409	5-410	5-411	5-412	5-413	5-414	5-415	5-416	5-417	5-418	5-419	5-420	5-421	5-422	5-423	5-424	5-425	5-426	5-427	5-428	5-429	5-430	5-431	5-432	5-433	5-434	5-435	5-436	5-437	5-438	5-439	5-440	5-441	5-442	5-443	5-444	5-445	5-446	5-447	5-448	5-449	5-450	5-451	5-452	5-453	5-454	5-455	5-456	5-457	5-458	5-459	5-460	5-461	5-462	5-463	5-464	5-465	5-466	5-467	5-468	5-469	5-470	5-471	5-472	5-473	5-474	5-475	5-476	5-477	5-478	5-479	5-480	5-481	5-482	5-483	5-484	5-485	5-486	5-487	5-488	5-489	5-490	5-491	5-492	5-493	5-494	5-495	5-496	5-497	5-498	5-499	5-500	5-501	5-502	5-503	5-504	5-505	5-506	5-507	5-508	5-509	5-510	5-511	5-512	5-513	5-514	5-515	5-516	5-517	5-518	5-519	5-520	5-521	5-522	5-523	5-524	5-525	5-526	5-527	5-528	5-529	5-530	5-531	5-532	5-533	5-534	5-535	5-536	5-537	5-538	5-539	5-540	5-541	5-542	5-543	5-544	5-545	5-546	5-547	5-548	5-549	5-550	5-551	5-552	5-553	5-554	5-555	5-556	5-557	5-558	5-559	5-560	5-561	5-562	5-563	5-564	5-565	5-566	5-567	5-568	5-569	5-570	5-571	5-572	5-573	5-574	5-575	5-576	5-577	5-578	5-579	5-580	5-581	5-582	5-583	5-584	5-585	5-586	5-587	5-588	5-589	5-590	5-591	5-592	5-593	5-594	5-595	5-596	5-597	5-598	5-599	5-600	5-601	5-602	5-603	5-604	5-605	5-606	5-607	5-608	5-609	5-610	5-611	5-612	5-613	5-614	5-615	5-616	5-617	5-618	5-619	5-620	5-621	5-622	5-623	5-624	5-625	5-626	5-627	5-628	5-629	5-630	5-631	5-632	5-633	5-634	5-635	5-636	5-637	5-638	5-639	5-640	5-641	5-642	5-643	5-644	5-645	5-646	5-647	5-648	5-649	5-650	5-651	5-652	5-653	5-654	5-655	5-656	5-657	5-658	5-659	5-660	5-661	5-662	5-663	5-664	5-665	5-666	5-667	5-668	5-669	5-670	5-671	5-672	5-673	5-674	5-675	5-676	5-677	5-678	5-679	5-680	5-681	5-682	5-683	5-684	5-685	5-686	5-687	5-688	5-689	5-690	5-691	5-692	5-693	5-694	5-695	5-696	5-697	5-698	5-699	5-700	5-701	5-702	5-703	5-704	5-705	5-706	5-707	5-708	5-709	5-710	5-711	5-712	5-713	5-714	5-715	5-716	5-717	5-718	5-719	5-720	5-721	5-722	5-723	5-724	5-725	5-726	5-727	5-728	5-729	5-730	5-731	5-732	5-733	5-734	5-735	5-736	5-737	5-738	5-739	5-740	5-741	5-742	5-743	5-744	5-745	5-746	5-747	5-748	5-749	5-750	5-751	5-752	5-753	5-754	5-755	5-756	5-757	5-758	5-759	5-760	5-761	5-762	5-763	5-764	5-765	5-766	5-767	5-768	5-769	5-770	5-771	5-772	5-773	5-774	5-775	5-776	5-777	5-778	5-779	5-780	5-781	5-782	5-783	5-784	5-785	5-786	5-787	5-788	5-789	5-790	5-791	5-792	5-793	5-794	5-795	5-796	5-797	5-798	5-799	5-800	5-801	5-802	5-803	5-804	5-805	5-806	5-807	5-808	5-809	5-810	5-811	5-812	5-813	5-814	5-815	5-816	5-817	5-818	5-819	5-820	5-821	5-822	5-823	5-824	5-825	5-826	5-827	5-828	5-829	5-830	5-831	5-832	5-833	5-834	5-835	5-836	5-837	5-838	5-839	5-840	5-841	5-842	5-843	5-844	5-845	5-846	5-847	5-848	5-849	5-850	5-851	5-852	5-853	5-854	5-855	5-856	5-857	5-858	5-859	5-860	5-861	5-862	5-863	5-864	5-865	5-866	5-867	5-868	5-869	5-870	5-871	5-872	5-873	5-874	5-875	5-876	5-877	5-878	5-879	5-880	5-881	5-882	5-883	5-884	5-885	5-886	5-887	5-888	5-889	5-890	5-891	5-892	5-893	5-894	5-895	5-896	5-897	5-898	5-899	5-900	5-901	5-902	5-903	5-904	5-905	5-906	5-907	5-908	5-909	5-910	5-911	5-912	5-913	5-914	5-915	5-916	5-917	5-918	5-919	5-920	5-921	5-922	5-923	5-924	5-925	5-926	5-927	5-928	5-929	5-930	5-931	5-932	5-933	5-934	5-935	5-936	5-937	5-938	5-939	5-940	5-941	5-942	5-943	5-944	5-945	5-946	5-947	5-948	5-949	5-950	5-951	5-952	5-953	5-954	5-955	5-956	5-957	5-958	5-959	5-960	5-961	5-962	5-963	5-964	5-965	5-966	5-967	5-968	5-969	5-970	5-971	5-972	5-973	5-974	5-975	5-976	5-977	5-978	5-979	5-980	5-981	5-982	5-983	5-984	5-985	5-986	5-987	5-988	5-989	5-990	5-991	5-992	5-993	5-994	5-995	5-996	5-997	5-998	5-999	5-1000	5-1001	5-1002	5-1003	5-1004	5-1005	5-1006	5-1007	5-1008	5-1009	5-1010	5-1011	5-1012	5-1013	5-1014	5-1015	5-1016	5-1017	5-1018	5-1019	5-1020	5-1021	5-1022	5-1023	5-1024	5-1025	5-1026	5-1027	5-1028	5-1029	5-1030	5-1031	5-1032	5-1033	5-1034	5-1035	5-1036	5-1037	5-1038	5-1039	5-1040	5-1041	5-1042	5-1043	5-1044	5-1045	5-1046	5-1047	5-1048	5-1049	5-1050	5-1051	5-1052	5-1053	5-1054	5-1055	5-1056	5-1057	5-1058	5-1059	5-1060	5-1061	5-1062	5-1063	5-1064	5-1065	5-1066	5-1067	5-1068	5-1069	5-1070	5-1071	5-1072	5-1073	5-1074	5-1075	5-1076	5-1077	5-1078	5-1079	5-1080	5-1081	5-1082	5-1083	5-1084	5-1085	5-1086	5-1087	5-1088	5-1089	5-1090	5-1091	5-1092	5-1093	5-1094	5-1095	5-1096	5-1097	5-1098	5-1099	5-1100	5-1101	5-1102	5-1103	5-1104	5-1105	5-1106	5-1107	5-1108	5-1109	5-1110	5-1111	5-1112	5-1113	5-1114	5-1115	5-1116	5-1117	5-1118	5-1119	5-1120	5-1121	5-1122	5-1123	5-1124	5-1125	5-1126	5-1127	5-1128	5-1129	5-1130	5-1131	5-1132	5-1133	5-1134	5-1135	5-1136	5-1137	5-1138	5-1139	5-1140	5-1141	5-1142	5-1143	5-1144	5-1145	5-1146	5-1147	5-1148	5-1149	5-1150	5-1151	5-1152	5-1153	5-1154	5-1155	5-1156	5-1157	5-1158	5-1159	5-1160	5-1161	5-1162	5-1163	5-1164	5-1165	5-1166	5-1167	5-1168	5-1169	5-1170	5-1171	5-1172	5-1173	5-1174	5-1175	5-1176	5-1177	5-1178	5-1179	5-1180	5-1181	5-1182	5-1183	5-1184	5-1185	5-1186	5-1187	5-1188	5-1189	5-1190	5-1191	5-1192	5-1193	5-1194	5-1195	5-1196	5-1197	5-1198	5-1199	5-1200	5-1201	5-1202	5-1203	5-1204	5-1205	5-1206	5-1207	5-1208	5-1209	5-1210	5-1211	5-1212	5-1213	5-1214	5-1215	5-1216	5-1217	5-1218	5-1219	5-1220	5-1221	5-1222	5-1223	5-1224	5-1225
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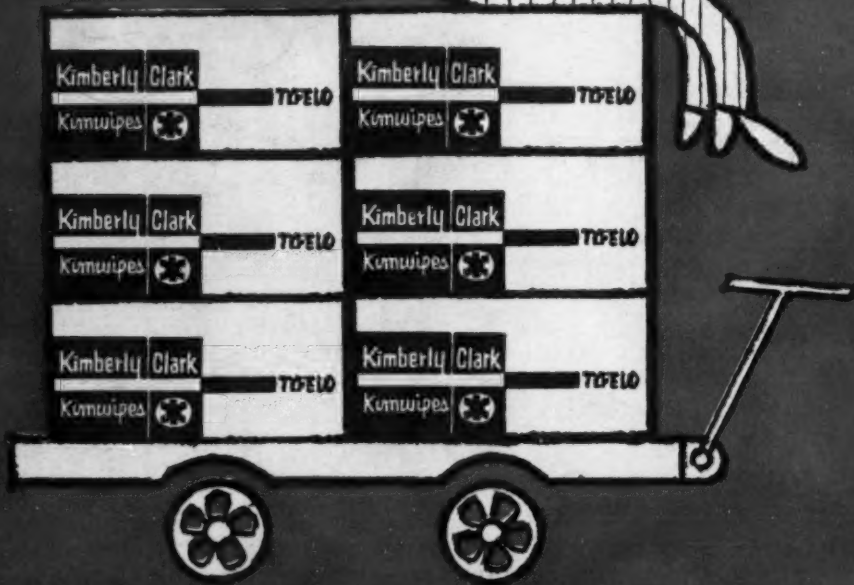
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A minute of your time spent in checking Kimwipes' conformability, pick-up, and wet strength can pay off in hours and dollars saved on shop towel laundering alone! Available in handy pop-up packages or metal wall dispensers.

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